
Boron Revitalization Vision Plan



April
2014

**Kern County Planning &
Community Development
Department**

Boron Revitalization Vision Plan

April 2014

Prepared by PMC in partnership with
2nd District Supervisor Zack Scrivner
and Kern County Planning and Community Development

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TABLE OF CONTENTS

Introduction

- 1.1 Welcome to Boron 1-1
- 1.2 Plan Area..... 1-1
- 1.3 Purpose..... 1-1
- 1.4 Project Objectives..... 1-3
- 1.5 Planning Context..... 1-3

Community Conversations

- 2.1 Outreach Process.....2-1
- 2.2 Findings.....2-3

The Vision

- 3.1 Vision Elements.....3-1
- 3.2 Vision Poster3-1
- 3.3 Design Preferences.....3-21

Implementation Plan

- 4.1 Action Plans4-1
- 4.2 Priority Actions4-1
- 4.3 Potential Funding & Financing Mechanisms.....4-9
- 4.4 Incentives Toolbox4-9

Appendix A: County Action Plan

Appendix B: Community Action Plan

Appendix C: Funding and Financing

Appendix D: Incentives

1

Introduction

- 1.1 Welcome to Boron
- 1.2 Plan Area
- 1.3 Purpose
- 1.4 Project Objectives
- 1.5 Planning Context





Borona Ave

20 Mule Team Rd

1.1 Welcome to Boron

The community of Boron has a rich history as a mining town and is home to California's largest open pit mine and the world's largest borax mine. The mine, U.S. Borax, is now owned by Rio Tinto Minerals. A large deposit of borax was discovered in 1925, and the mining town was soon established. Over the decades, the town has maintained a population of around 2,000 residents and the mine has continued to be the town's primary employer.

With the life span of the mine coming to a close in about 30 to 50 years, the town of Boron is well positioned to consider its future and how it wants to grow and be a sustainable community beyond the life of the mine. Over the last couple of decades, the community has experienced some neglect, and economic growth has stagnated. Basic community needs, such as a gas station, a pharmacy, and a doctor, are lacking. The community is eager to build on its heritage as a mining town while diversifying its economy. Boron is ready to renew its image and flourish once again.

1.2 Plan Area

The Boron Revitalization Vision Plan (BRVP) plan area is defined as the commercial areas along Boron Avenue and Twenty Mule Team Road, comprising approximately 150 acres. The plan area forms an upside-down "T" extending along Boron Avenue from the State Route 58 interchange at the northern end to the railroad tracks at the southern end. It also follows Twenty Mule Team Road from Wesley Street on the west to Green Street on the east. See **Figure 1.1** for a map showing the plan area within the black boundary. The project area is located about 25 miles east of Mojave and is under the jurisdiction of Kern County. Located within the project area are all of Boron's commercial businesses and most of its public facilities, including the post office, senior center, Pioneer Park, and library.

1.3 Purpose

The Boron Revitalization Vision Plan project was initiated to revitalize and enhance Boron. The Kern County Planning and Community Development Department, with the support of Second District Supervisor Zack Scrivner, funded and spearheaded the project. Additional funding came from community contributions and the Kern Council of Governments. With the assistance of PMC, the project was initiated in August 2013.

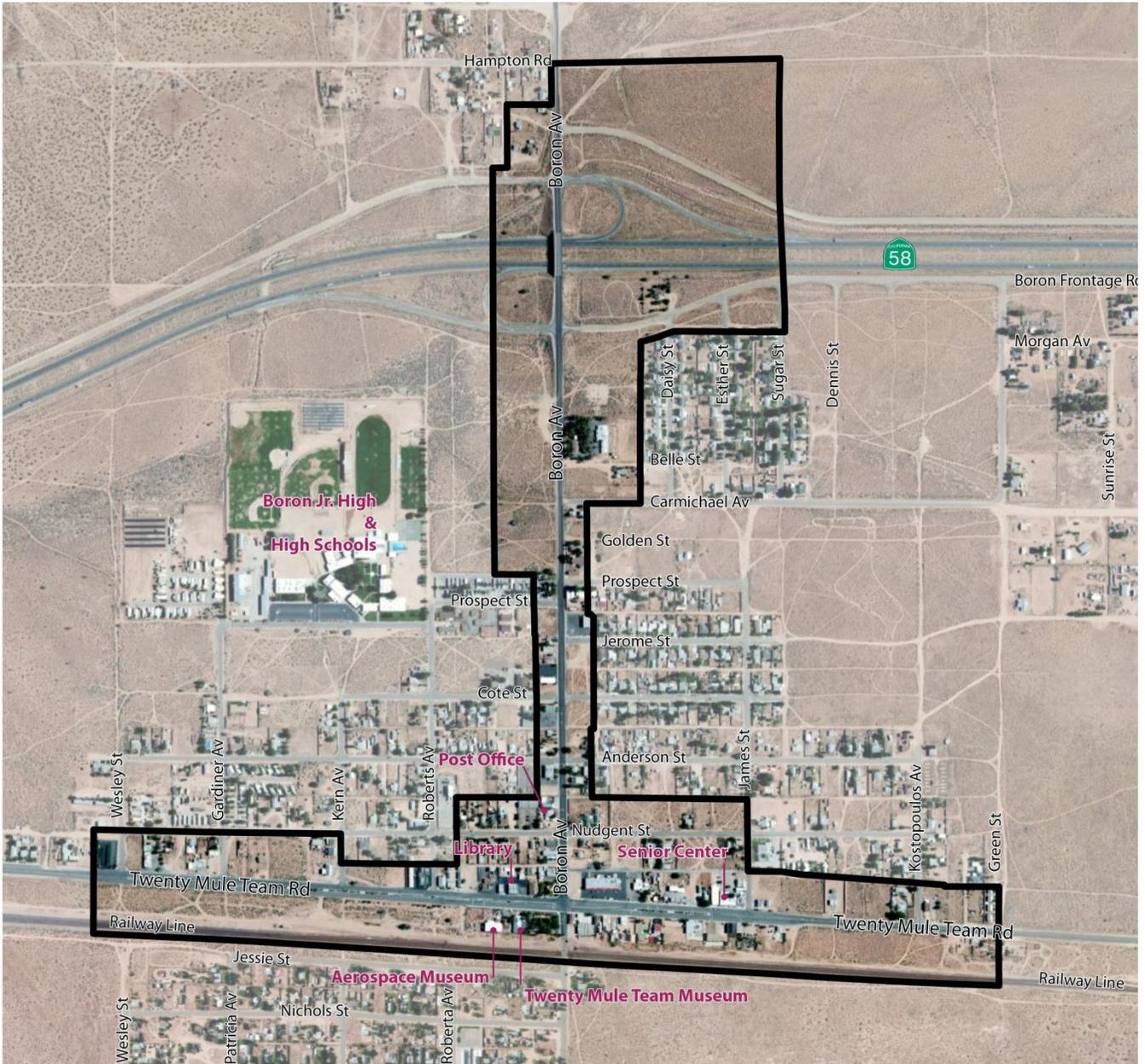
The product of this effort is this long-range Vision Plan document depicting the community's desired future and an implementation strategy to put the vision into action over the next 20 to 30 years. This document summarizes the outcome of the community-based visioning process and will serve as a guide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



Photographs courtesy of Deric English

The Vision Plan serves as a catalyst for change in the plan area, identifying priorities for public spending and projects needed to improve the community. Community revitalization often begins with public investment in the planning and design process.

Figure 1.1 Project Area Map



Change to both the public realm (e.g., streets and parks) and the private realm (e.g., buildings) is brought about by a commitment to public projects that serve as a catalyst for area-wide improvements.

This document includes an implementation plan with actions both for the County and for community members to participate in creating a better Boron. This plan acknowledges the efforts and passion of the local members of the community and identifies a number of programs that local residents, business owners, and other interested members of the public can spearhead to improve Boron.

1.4 Project Objectives

The following project objectives were developed with input from County staff and community leaders:

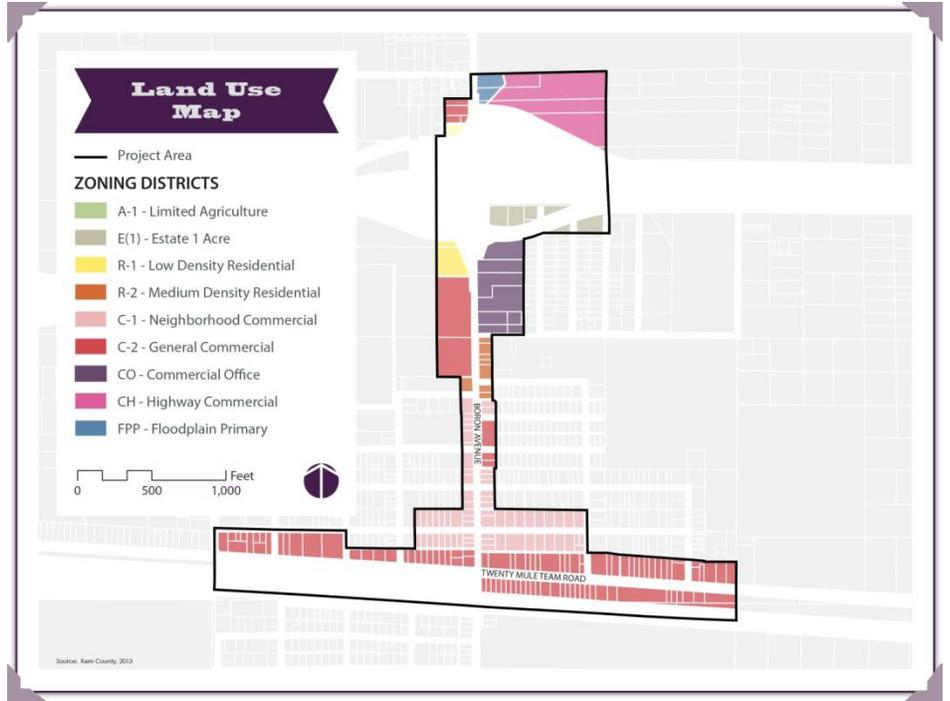
1. Improve the character of the commercial corridors by developing strategies to help revitalize and maintain their overall appearance.
2. Establish a unified theme for public improvements (e.g., streetscape elements and signage) that will help beautify the area and represent Boron’s history and evolving economy to establish a sense of identity in the area.
3. Identify public spaces where Boron residents and visitors can congregate, relax, and socialize.
4. Encourage new community-serving businesses to locate in Boron to meet residents’ daily needs and provide new employment opportunities.
5. Promote new visitor destinations to attract tourism and capture freeway traffic.
6. Develop an action-oriented vision plan that will provide a guide for implementing desired improvements through high levels of community support and involvement.

1.5 Planning Context

Land Use

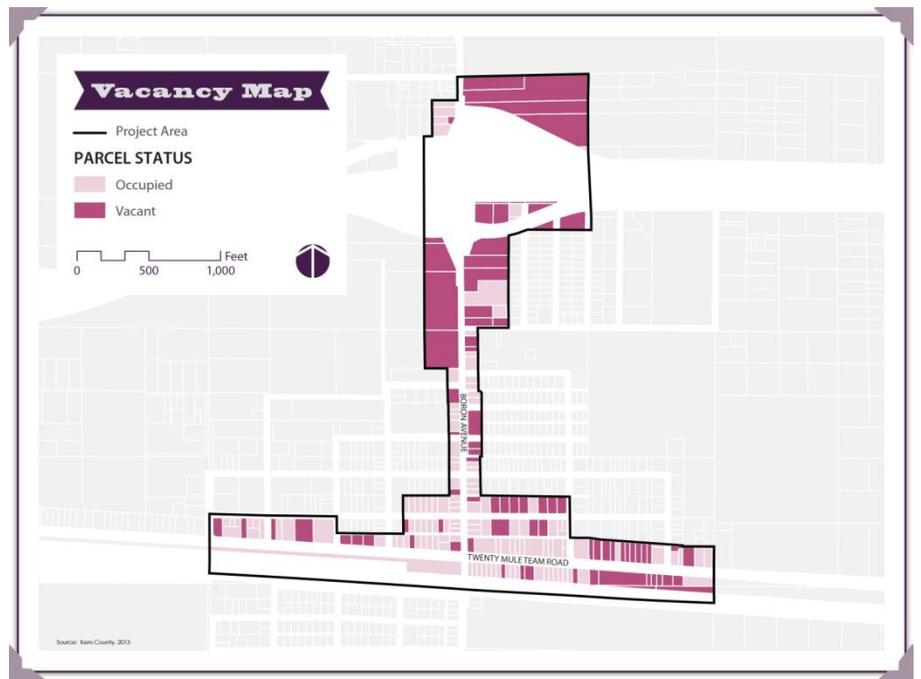
The existing land use designations in the plan area are shown on the following page. The land use designations in the plan area comprise approximately 90% commercial uses and 10% residential. The plan area contains a number of amenities and facilities, including two museums, two hotels, a grocery store, five restaurants/cafés, a bank, and a variety of retail shops.





Vacancy

The majority of the plan area is vacant—55% of properties are vacant or have unoccupied buildings—and 45% of the project area is occupied. The map below shows vacant parcels in dark pink and occupied parcels in light pink.



Transportation

The plan area provides good automobile access, with wide lanes and roads and plenty of parking. Shared driveways and shared parking areas limit curb-cuts, minimizing potential conflicts between pedestrians and automobiles. The plan area is characterized by an organized urban grid, with shorter blocks along Boron Avenue and longer block length along Twenty Mule Team Road. The grid network of streets and blocks provides great potential for a walkable environment; however, there are gaps in the sidewalk network and minimal pedestrian amenities. The area has very few, if any, marked crosswalks, pedestrian-scale lighting, shade trees, landscaping, benches, drinking fountains, or other furnishings to create an inviting environment for pedestrians. Street lighting isn't sufficient to create a sense of comfort and safety for pedestrians. The plan area does not include any bike lanes, routes, paths, or public bike racks. There is minimal bus service in the plan area.



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2 Community Conversations

2.1 Outreach Process

2.2 Findings





People

Quiet

IT'S TO VISIT a week

Quaint

Alive

FAMILY

Hot Healthy

Enough traffic to support many local businesses

UNCROWDED

Proximity

APPROPRIATELY SIZED

Friendly

Beaches (Snow)

Busy

Unique

Unique things around town

Mixing things that every child would see

SAFE

Quiet

Classy

Hot

2.1 Outreach Process

The BRVP project kicked off in August 2013 with a meeting with the Second District Supervisor's Office and the Kern County Planning and Community Development Department to create a shared understanding of the project's purpose. To ensure that the Vision Plan reflects the needs, ideas, and creativity of the Boron community, input and feedback were gathered through a comprehensive community engagement strategy, which included:

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

Stakeholder Interviews

In late August 2013, meetings were held with a number of community members, including landowners, business owners, employees, residents, and representatives from community organizations. The purpose of these meetings was to listen to the concerns, observations, and hopes from these stakeholders about the plan area. The interviews demonstrated the community's commitment to and passion for improving Boron and set a strong foundation for the project and the visioning workshop that followed.

Overall, there was general consensus among stakeholders in the following key areas:

- Meet the need for basic amenities and services, such as a gas station, pharmacy, doctor, and grocer
- Beautify, maintain, and improve storefronts and streetscapes
- Provide activities for youth
- Generate tourism
- Create jobs
- Preserve the small-town character
- Build pride and community involvement in Boron





Visioning Workshop

Held on Friday, October 18, and Saturday, October 19, 2013, the two-day visioning workshop engaged the community in the development of a 20- to 30-year vision for growth and improvement in Boron. Forty-two participants attended on day one, and 36 participants attended on day two, for a total of 78 (with 21 participants in attendance on both days). During the first day, the project team introduced the community to the project and presented key findings from the preliminary analysis. The workshop was highly interactive and provided a presentation, a live polling exercise to prioritize issues identified to date, mapping activities, and facilitated break-out group discussions. Participants provided input on project area assets, needs, and strategies for improving the area.



On the second day of the workshop, the consultant team presented findings from day one, including a conceptual vision plan illustration developed overnight to illustrate feedback received during the Friday workshop. The workshop included a large group presentation and hands-on activities to develop a design theme style sheet. Prioritization activities provided input on emerging recommendations for County-led and community-led implementation strategies. In addition, a one-hour walking tour of the downtown business core provided participants with an opportunity to view their community through the eyes of urban designers and planners. A few children participated in the event by contributing their ideas to the vision wall and design preferences and by creating artwork.



Unveiling Event

The unveiling event was held on the evening of February 7, 2014. Approximately 50 members of the public attended to review and provide input on the Vision and Implementation Plan components of the Specific Plan. The project team gave a presentation describing the planning process to date, the elements of the vision, and the implementation actions. After the presentation, participants were invited to review large illustrated maps and design palette exhibits displayed on the walls that demonstrated the community's vision for Boron. Participants posted "I like" and "I wish" stickers on the walls below the posters, on which they identified the elements of the vision they "like" and any missing elements they "wish" to be included. Participants reviewed and provided input on the Community Action Plan and the County Action Plan. Finally, participants congregated at four different tables to brainstorm about a selection of the Community Action programs: "Beautify Boron," "Enrich Boron," "Visit Boron," and "Healthy Boron." Members of the community identified participants, activities, venues, materials, promotional methods, funding sources, and next steps for each of these community-led programs. Participants particularly enjoyed the final activity of the evening, when each community member was invited to design and paint a ceramic tile for a future public art installation in Boron.



2.2 Findings

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

- Community assets
- Community needs
- Opportunities for projects and programs

Community Assets

- Friendly and welcoming community
- Generations of families
- Small town and rural location
- Mining heritage
- Museums

Community Needs

- New businesses and shopping options
- Medical care, pharmacy, hospital, and doctors
- Gas station
- Jobs/jobs for locals
- Sidewalks, crosswalks, and street furnishings
- Manufacturing, wholesale, and distribution jobs

Opportunities for Projects and Programs

Community-Led Projects

- Youth activities
- Adult and youth education/job training programs
- Community gardens
- Building restoration and maintenance
- Beautification and cleanup events
- Marketing and promotions plan





County-Led Projects

- Building façade improvement program
- Business recruitment and retention programs
- Local hiring program
- Code enforcement
- Street lighting, landscaping, sidewalks, and safe crossings
- Wayfinding strategy and consistent design theme for public signs and improvements





3.1 Vision Elements

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

The desired Boron of the future will:

- Enjoy a small-town atmosphere and quaint character where families live for generations
- Be home to friendly people who are welcoming to neighbors and visitors with places to gather and socialize
- Have a safe, healthy, and clean environment
- Celebrate the beauty of its desert location
- Be proud of its rich mining history and celebrate its heritage
- Be a unique and quirky place that is one of a kind in the region
- Be a vibrant, enjoyable, and prosperous place to live, visit, and work
- Be a place for people of all ages to learn, create, and be active in the community

3.2 Vision Poster

The Vision Poster is shown on the following page in **Figure 3.1**. It is an illustrated map showing the public and private improvements proposed over the next 20 to 30 years. The Vision Poster was created with input from the community during the mapping activities at the visioning workshop. The poster is intended to be a visual representation of the Vision Elements described above and as a road map to guide future developments in Boron. Key features of the Vision Poster are described below.

Educational and Cultural Heritage District

Boron is a vibrant and welcoming community with a variety of amenities clustered into several districts along Boron Avenue and Twenty Mule Team Road. The Educational and Cultural Heritage District is focused around the Aerospace Museum and Twenty Mule Team Museum along Twenty Mule Team Road. This district is designed as a welcoming and functionally unified campus with landscaped pedestrian connections between the museums, attractive fences, and a consistent aesthetic for the outdoor furnishings and lighting to clearly tie the area together as a district. A restaurant/café housed in the railroad depot offers outdoor seating and a unique spot for museum





goers to relax and refuel. A youth and vocational training center adjacent to the museums offers activities and classes for youth and adults to provide continued education and career growth to support employment in the region.

Retail, Arts, and Entertainment District



The vibrant “core” of Boron, along the key intersection of Boron Avenue and Twenty Mule Team Road, is the Retail, Arts, and Entertainment District. This pedestrian-oriented district features a concentration of shops, restaurants, cafés, and entertainment venues to attract residents and visitors to walk the district and visit the wide variety of thriving businesses. Families can enjoy a variety of entertainment options, including shows at the movie theater and community arts center. This is the focal point of the community and offers many places for residents to socialize.

Cottage Industry and Live/Work District



West of the core is the Cottage Industry and Live/Work District where local craftspeople and tradesman work, live, and sell their wares. This is a creative hub for incubator businesses, cottage industry, fabrication shops, artist studios, and live/work units for artists.

Downtown Residential District



To the east and north of the core is the Downtown Residential District where residents live within an easy walk to all of the amenities Boron has to offer. Downtown residents patronize and work at the downtown businesses.

Distribution Center District



The State Route 58 off-ramp at Boron Avenue is transformed with welcome signage and iconic architecture and/or large-scale public art to attract passing highway traffic. A directional sign to the downtown gas/service station will also call attention to and bring users into Boron’s core. The Distribution Center District is a bustling new industry in Boron at the intersection of State Route 58 and Boron Avenue. It features an iconic building that is representative of the character and identity of Boron, such as a building in the shape of a miner’s hat or a building topped with a large art sculpture in the shape of a miner’s pickaxe.

Highway Commercial District



To the south of the Distribution Center District is the Highway Commercial District that features large-format auto-oriented commercial retail or service businesses such as a large variety of furnishings store.

Health and Wellness District

Medical and dental offices cluster in the Health and Wellness District along Boron Avenue. Residents can visit their doctor, dentist, and pharmacist all in one convenient location.

Boron Avenue Commercial District

Existing residential buildings have been converted to offices, and new professional office and commercial buildings have sprung up along Boron Avenue to support local entrepreneurs and provide a range of employment opportunities for the community.

Cultural Walks

Boron's rich mining history is commemorated in the Heritage Walk along Twenty Mule Team Road and the Desert Rock Walk along Boron Avenue. The Heritage Walk is punctuated by a number of historical mining artifacts on display with information plaques describing their role and importance in the mining industry. The Desert Rock Walk pays tribute to the region's wealth of desert rocks and minerals, including borax, in the area with a series of rock and mineral benches and bollards, along with display plaques that identify each mineral. The sidewalks along this walk are decorated with crushed minerals embedded in the paving that sparkle in the sunlight. See the following section, 3.3 Design Preferences, for additional details and imagery relating to the cultural walks.

Safe and Attractive Places to Walk and Bike

Continuous sidewalks and enhanced crosswalks throughout the entire plan area create an environment that is safe for people to walk. Landscape strips between the sidewalk and roadway along Boron Avenue and Twenty Mule Team Road are planted with shade trees and colorful desert landscaping. Designated bike routes are provided along Twenty Mule Team Road and Boron Avenue to connect major destinations, including the senior center, library, high school, and medical center. A bicycle- and pedestrian-only multiuse path and par course follows along the railroad and will feature large landscape art exhibits.

Cultural Landmarks and Public Facilities

Boron offers a number of cultural resources and public facilities to its residents and its visitors, including the following:

- Library
- Senior Center and Youth Center
- Community Arts Center
- Museums & Train Depot Café
- Chamber of Commerce & Visitor Center
- Sheriff's Office





Public Gathering Places and Parks

Residents and visitors can enjoy a series of plazas, parks, and gardens with a number of pedestrian amenities including pedestrian lighting, desert landscaping, and shade-covered seating areas offering places to rest while shopping, to meet with friends, or to host farmers markets. A community desert plant demonstration garden west of the museums grows a wide range of colorful local desert plants and provides information on their benefits. The Miners Plaza located adjacent to the museums and youth center pays homage to Boron's rich mining history with large-scale functional public art sculptures, such as shade structure/gazebo shaped like an oversized miner's hat and the world's largest miner's candle that lights the plaza in the evening. See the following section, 3.3 Design Preferences, for additional details and imagery relating to the demonstration garden and the Miners Plaza. Two other plazas offer additional gathering places at the Arts Center and at an outdoor café and plaza at the Boron Food Mart. A dog park next to the demonstration garden and Pioneer Park are popular locations for families and pets to enjoy the outdoors. Public restrooms at Pioneer Park provide additional amenities for visitors.



A Welcoming Town

Special gateway features announce arrival into Boron from State Route 58 at the Boron Avenue off-ramps and from both the eastern and western approaches into the downtown core along Twenty Mule Team Road. A welcome sign, special landscaping, and/or public art features, such as large stones and metal artwork, mark these entrances and welcome people to Boron. Directional signs at the off-ramps and along Boron Avenue from the highway will direct visitors into the downtown core to visit its amenities, including a gas station, restaurants, cafés, and museums. See the following section, 3.3 Design Preferences, for additional details and imagery on public signs.



A Clear Identity Reflecting Boron's Heritage

Attractive and coordinated streetscape furnishings (e.g., benches, streetlights, planters, shade trees, and bike racks) create a uniform street design and contribute to a clear identity. Banners on street poles can identify special districts, such as the Retail, Arts, and Entertainment District, or announce upcoming events such as Twenty Mule Team Days. Furnishing design will be creative to reflect the character of the community. The following section on design preferences provides a selection of materials, styles, and other design ideas preferred by the community that can be used to create a standard streetscape furnishing and materials palette.



Figure 3.1 Vision Poster

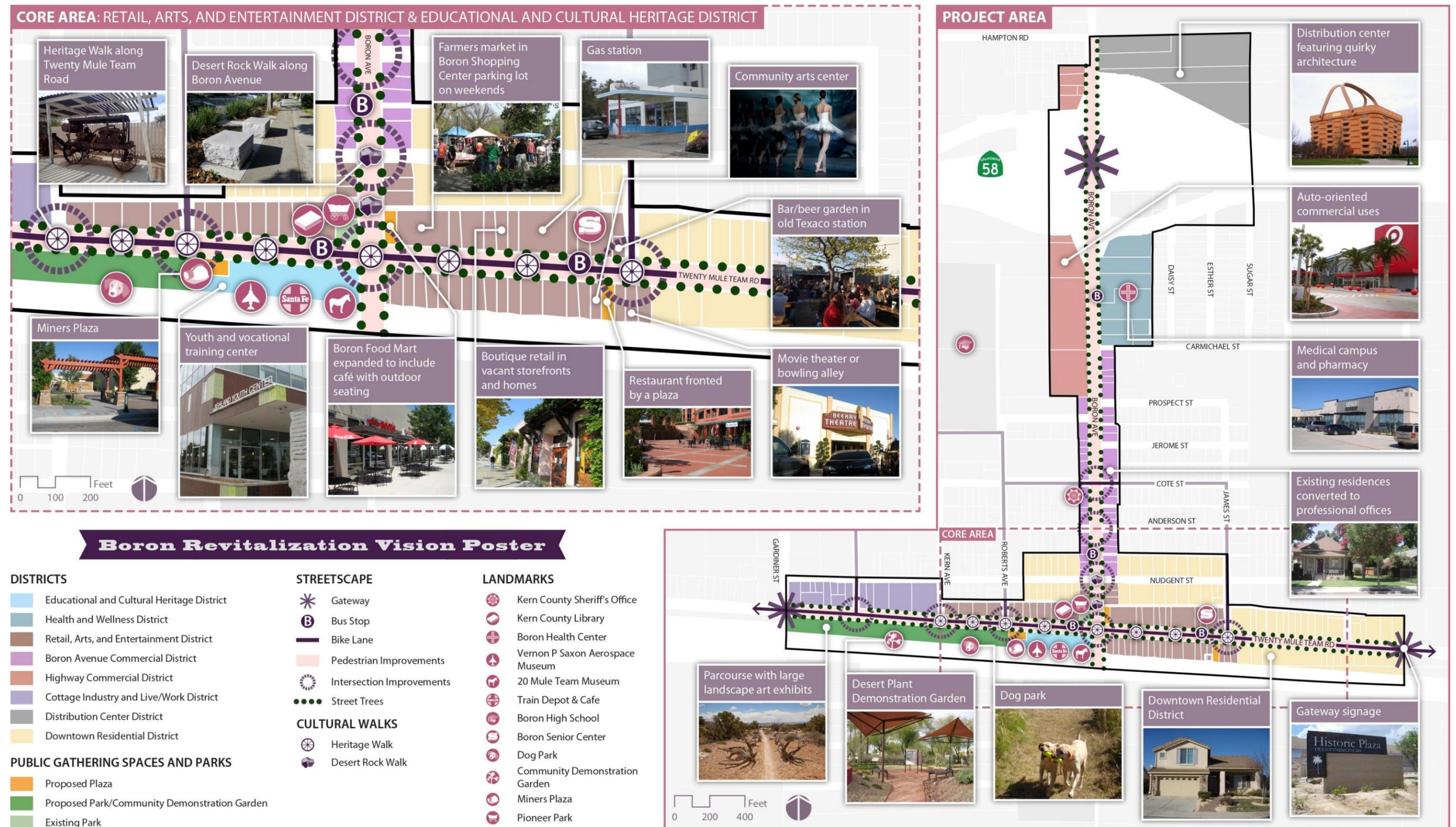


Figure 3.2

Design Preferences

street furnishings style sheet 1

Benches, Bus Stops, and Shade Structures



Wood bench with wagon wheels



Metal bench with industrial style



Metal (or wood) trellis



Wood bench and rock planter



Concrete bench over large stones



Stone cube benches



Rock column and wood bus shelter



Metal bus shelter



Canvas shade structure

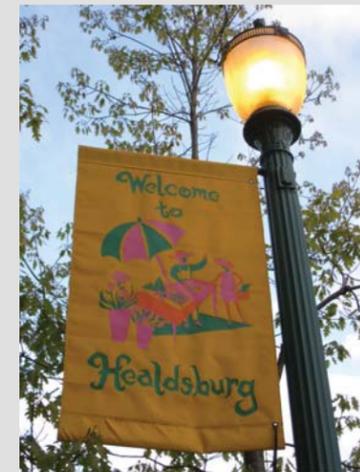
Pedestrian Lighting, Pole Banners, and Customized Light Poles



Light pole with acorn lamps



Dark sky-compliant light fixture



Banners to welcome visitors and announce events



Custom light poles can reflect Boron's heritage



Design Preferences

street furnishings style sheet 2

Planters, Drinking Fountain, Trash Bins, Bike Racks, and Tree Grate



Glazed planters



Terracotta planter
(glazed terracotta preferred)



Drinking fountain (consider
with integrated dog bowl)



Metal trash bin, and wood with decorative metal trash bin



U-shaped bike rack



Metal tree grate



Custom metal bike rack

Figure 3.4

Design Preferences

materials style sheet



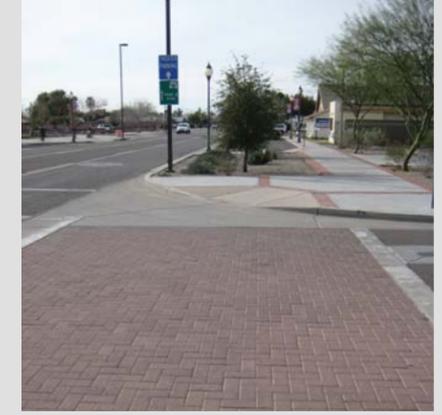
Wood



Brick



Enhanced paving at crosswalk, through use of color, material and/or texture



Building Materials



Rock



Stone masonry

Paving Materials



Brick and concrete



Brick and concrete



Locally appropriate rock such as basalt



Glittery



Recycled glass

Figure 3.5

Design Preferences

public art and desert plant demonstration garden style sheet

Metal Sculpture, Murals, and Wind Spinner Mobiles



Metal sculpture to pay homage to Boron's heritage



Metal mobile sculptures that move in the wind



Mining artifacts on display



Murals to celebrate Boron's heritage



Desert Plant Demonstration Garden



Decorative sculpture



Drought-tolerant plants



Educational signage



Benches and shade structures



Native plants



Succulents and cacti



Stone and gravel



Low-water shade trees

Design Preferences

desert rock walk, heritage walk, and miners plaza style sheet

Heritage Walk Along Twenty Mule Team Road



Informational plaque



Mining artifacts on display



Transportation artifacts on display

Desert Rock Walk Along Boron Avenue



Rock benches



Minerals embedded in sidewalk



Informational plaques identify rocks and minerals



Bollards can integrate stones and plaques

Miners Plaza



Large shade structure resembling a miner's hat



Streetlight public art to be "world's largest miner's candlestick holder"



Lithocrete mosaic embedded in paving and/or seat walls to commemorate mining industry



Trees, landscaping, and shade

Figure 3.7

Design Preferences

public signs style sheet

Wayfinding and Informational Signs



Street sign



Directional sign



Directional sign



Directional sign



Historic highway route sign



Informational kiosk

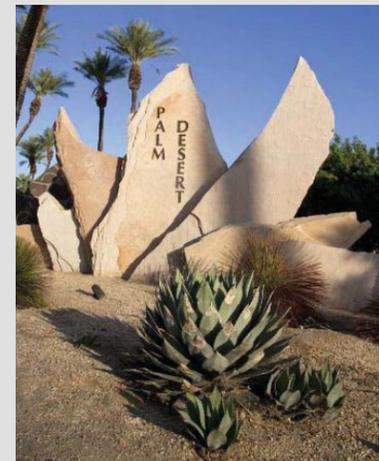


Informational plaque



Color palette for public signs

Welcome Signs and Gateway Features



Large stone art gateway feature



Metal cut-out monument sign



Monument sign with rock base



Metal and masonry monument sign



Stone column welcome sign



Stone mosaic base with metal cut-out welcome sign

Figure 3.8

Design Preferences

private signs style sheet

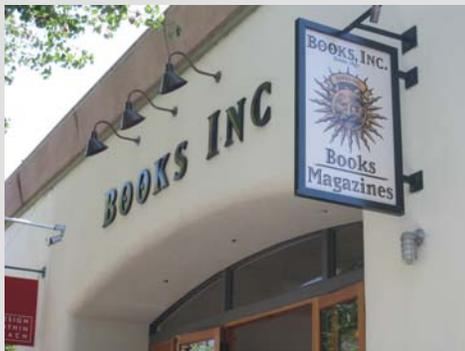
Commercial Signs



Neon sign



Neon sign



Channel letter sign and projecting sign



Metal sign



Painted window sign



Suspended blade sign



Projecting blade sign with decorative bracket



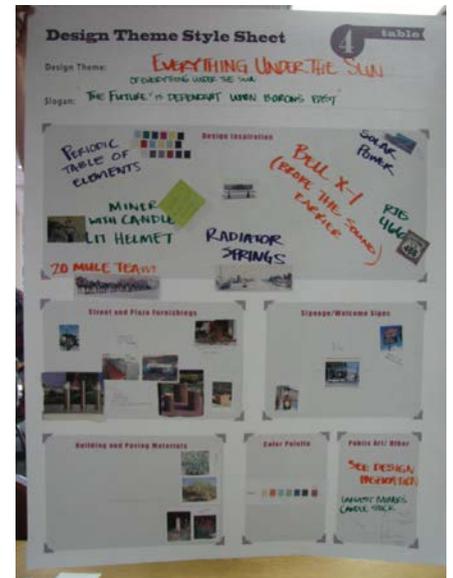
Projecting wood blade sign with decorative bracket



Vertical wood sign

3.3 Design Preferences

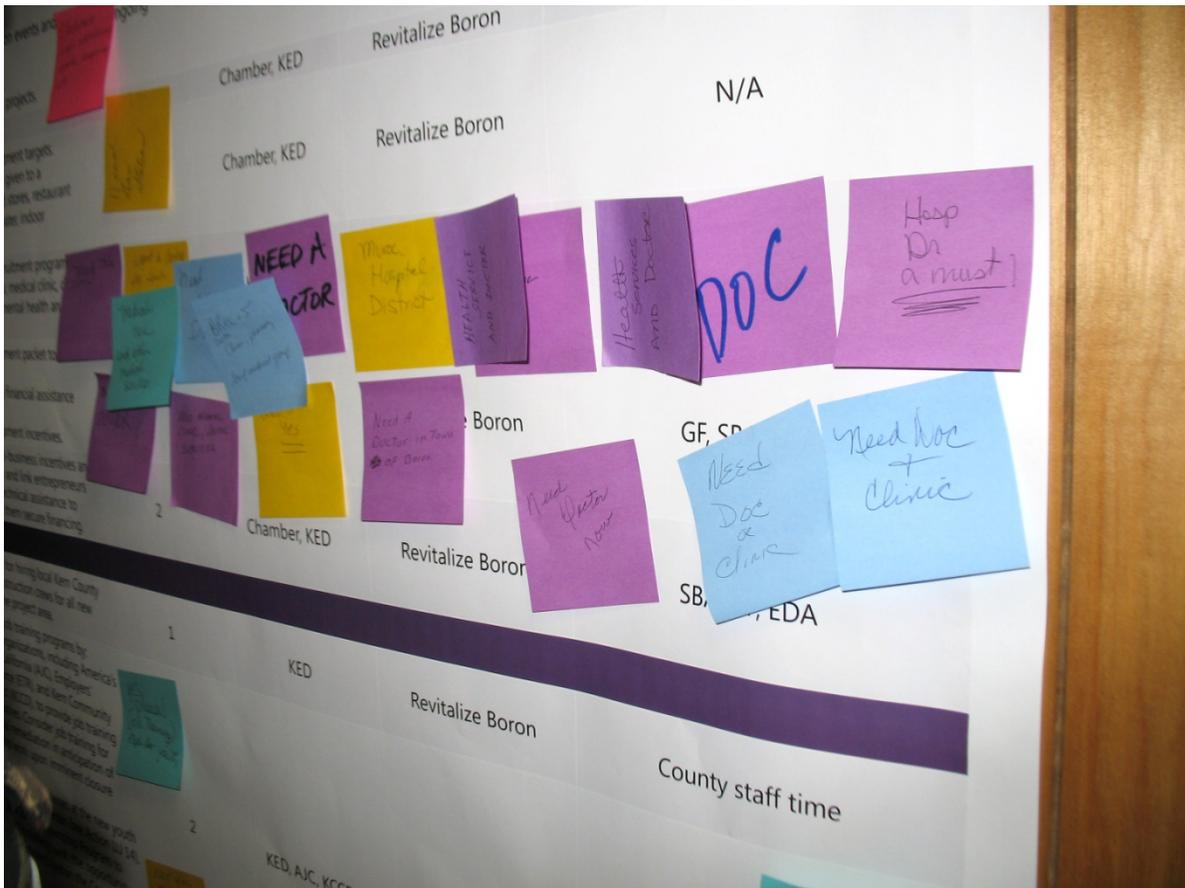
The design style sheets on the following pages (Figures 3.2 through 3.8) show images that represent the architectural and signage design styles and materials preferred by participants at the visioning workshop. These design ideas provide visual cues that can help to define a sense of place and identity for Boron. The design preferences illustrated on the following pages represent the community's pride in its mining and mineral heritage and beautiful desert location through materials, colors, signs, public art, landscaping, and streetscape furnishings that reflect these values. The implementation of these design preferences is intended to be a guide to aid in the development of a formal set of tools to create a distinct character for Boron. These tools might include a uniform streetscape palette, a public signage palette, private sign standards, and/or a color and materials palette for new development. Implementing these tools will help to establish a unique identity and clear sense of place for Boron.



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4 Implementation Plan

- 4.1 Action Plans
- 4.2 Priority Actions
- 4.3 Potential Funding & Financing Mechanisms
- 4.4 Incentives Toolbox



What Can Members of the Community Do to Improve Boron?

Community Activity	Yes, this interests me <small>Place sticky dot here.</small>	Comments <small>Please write in your comments here.</small>
Objective C BEAUTIFY BORON	•••••	

- Activity C.1:
CLEAN-UP EVENTS •••••
- Activity C.2:
BUILDING RESTORATION •••••
- Activity C.3:
PARK ENHANCEMENTS
- Activity C.4:
- Activity C.5:

Objective D: FUND BORON •		
Activity D.1: ESTABLISH GROUP TO SEEK FUNDING •••••		
Activity D.2:		

OBJECTIVE: ENRICH BORON

Activity • **VOCATIONAL TRAINING (COMPUTERS)** •••••

Activity • **TRADE SCHOOL (WELDING ELECTRICAL)** •••••

Activity • **SPECIAL INTEREST CLASSES (EMERGENCY PREPAREDNESS)** •••••

Implementation Exercise



4.1 Action Plans

The Vision Plan is supported by the following Action Plans: **Appendix A, County Action Plan**, and **Appendix B, Community Action Plan**. The action plans provide a list of the Vision Plan recommendations in the form of the major programs, projects, and actions needed for implementation. Actions should be implemented at the discretion of the County over the long-term 20- to 30-year time frame of this plan, as feasible. The tables identify the responsible party, potential funding sources, and suggested timing of each action. The County Action Plan table identifies those actions that can be spearheaded by a County department, and the Community Action Plan table identifies those activities that can be organized and led by members of the public. The Revitalize Boron Community Group will be given the opportunity to participate in the planning for many of the programs and projects identified in the County Action Plan.

4.2 Priority Actions

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

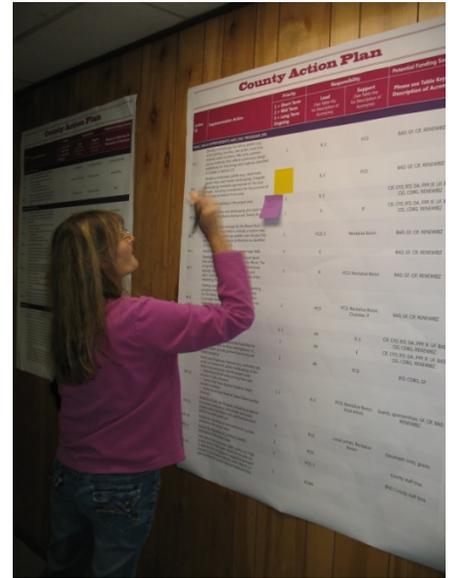
Priority Action A: Develop a Capital Improvement Plan

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

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

Lead Responsibility: Kern County Planning & Community Development Department; Kern County Roads Department; Parks and Recreation Department; Second District Supervisor's Office

Support Role: Revitalize Boron Community Group



Community input on the Action Plan

Priority Action B: Continue to Fund Commercial Façade Improvements



Façade improvements in Santa Clarita
(courtesy of the City of Santa Clarita website)



Enforce code requirements

Description: Continue to provide funding such as matching grants or revolving loans for façade improvements to enhance the appearance of commercial buildings. Funding should be available for projects such as painting façades, replacing windows, doors, awnings, signs, and exterior lighting. This program includes outreach and technical assistance to raise awareness and encourage property owners to participate in the program.

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

Lead Responsibility: Kern County Planning & Community Development Department

Support Role: Second District Supervisor's Office; Revitalize Boron Community Group

Priority Action C: Enforce Code Compliance

Description: Identify properties in the project area that are dilapidated and/or boarded up, and enforce regulations to ensure properties comply with current code requirements in a timely manner. Assess each property to determine whether demolition is appropriate. If demolition is approved, complete demolition within 1 year of adoption of this plan. If demolition is not approved, the Supervisor's Office will initiate an effort to get demolition approval for the dilapidated and/or boarded-up buildings in the project area.

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

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

Support Role: Revitalize Boron Community Group

Priority Action D: Develop Marketing Theme

Description: Develop a marketing theme including a logo and slogan to establish and strengthen Boron's image. Encourage local students to participate in the process.

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

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

Support Role: Kern County Planning & Community Development Department; Revitalize Boron Community Group; Kern Community College District; Local students



Marketing theme on street banners

Priority Action E: Seek Designs for Welcome Gateway Features

Description: Seek designs for the welcome gateway features identified on the Vision Poster, such as a welcome sign, public art monument, pillars, and/or special landscaping, through any of the following approaches:

- Professional RFP process
- Local design competition
- Student course project
- Internship

Designs should reflect community design preferences for gateway features identified in Chapter 3, Section 3.3.

Why Is This a Priority? Boron is currently lacking welcome features from State Route 58 to invite people to come into the downtown area. Seeking designs for the welcome gateway features will initiate the process toward the creation of signs to invite passersby to visit Boron.

Lead Responsibility: Kern County Planning & Community Development Department; Kern County Engineering, Surveying, and Permit Service Department

Support Role: Kern County Roads Department; Revitalize Boron Community Group; Kern Community College District; Local students



Welcome sign from the western approach along Twenty Mule Team Road



Gaps in the sidewalks

Priority Action F: Install Sidewalks

Description: Install continuous sidewalks, curbs, and gutters throughout the project area.

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

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



Pedestrian sign and signal

Priority Action G: Install Safe Crossings

Description: Install circulation improvements along Boron Avenue and Twenty Mule Team Road to include improved crossings and safer intersections for pedestrians.

Why Is This a Priority? Currently, there are minimal designated crossings along Boron Ave and Twenty Mule Team Road, resulting in unsafe pedestrian crossings. Providing painted crosswalks, pedestrian signs, enhanced paving, and/or signalization at key intersections throughout the project area will provide a safer environment for pedestrians. The Vision Poster highlights a number of potential locations where intersections could be improved to enhance pedestrian safety.

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



Crosswalk enhanced with special paving

Priority Action H: Develop a Streetscape Furnishing Palette

Description: Develop a streetscape furnishing palette (e.g., street lighting, banners, benches, tree grates, trash bins, bollards, water fountains, bike racks, planters, paving materials). Consider materials appropriate for the local climate and include consideration for the community design preferences for custom-style furnishings and materials identified in Chapter 3, Section 3.3.

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

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

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



Metal bench



Streetlight and banner

Priority Action I: Develop a Landscape Palette

Description: Develop a landscaping palette (e.g., street trees, plants and stones used for planting strips adjacent to the sidewalk and median landscaping). Integrate landscaping standards appropriate for the local climate, including consideration for the provision of shade and protection from wind, as well as community design preferences for planting types identified in Chapter 3, Section 3.3.

Why Is This a Priority? The project area will benefit from additional landscaping to create an attractive and comfortable environment. A landscape palette of native and drought-tolerant plants will help to beautify the area and complement the desert landscape. Landscaping between the road and sidewalk acts as a buffer between pedestrians and moving traffic, creating a more pleasant walking environment.

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

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



Climate-appropriate landscaping



Water treatment facility



Gas station

Priority Action J: Funding for Water Treatment Facility

Description: Continue to seek grants or funding sources for water treatment equipment and/or facilities.

Why Is This a Priority? Water quality is a public health and safety concern for Boron residences and businesses, as the Boron water supply currently exceeds state-allowed levels for certain contaminants.

Lead Responsibility: Kern County Water Agency

Support Role: Kern County Engineering, Surveying, and Permit Service Department

Priority Action K: Recruit a Gas Station

Description: Recruit a gas station business to locate in the project area.

Why Is This a Priority? There is currently not a gas station present in Boron, and the nearest station is located approximately 30 miles west in the community of Mojave. This is a basic facility needed by the community to carry out daily responsibilities. A gas station will encourage travelers to stop in Boron, and this additional traffic through the area will present an opportunity to capture new business for the local shops and help stabilize the economy.

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

Support Role: Revitalize Boron Community Group

Priority Action L: Recruit a Doctor and Pharmacy

Description: Establish a health services recruitment program to include a pharmacy, doctor, medical clinic, drug intervention programs, and mental health and support group services.

Why Is This a Priority? This is a basic public health service that is currently not available in Boron. This will allow residents to lead healthier lives and seek medical attention in a more timely and convenient manner.

Lead Responsibility: Kern County Department of Public Health; Chamber of Commerce; Kern County Economic Development Corporation

Support Role: Muroc Hospital District; Revitalize Boron Community Group

Priority Action M: Reuse Vacant Buildings

Description: Promote the use of vacant buildings along Twenty Mule Team Road and Boron Avenue for temporary commercial or public uses, such as pop-up retail shops or art exhibits. The County should consider issuing building occupancy permits at a reduced fee or consider waiving code requirements that are not public safety issues to allow temporary use of the buildings. Temporary signs, such as a banner sign, would be allowed for a temporary period.

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

Lead Responsibility: Kern County Building Inspection Department

Support Role: Revitalize Boron Community Group



Health services



Vacancies



Hire local for new construction

Priority Action N: Establish Guidelines for Local Hiring

Description: Establish guidelines for prioritizing the hiring of qualified local Kern County employees and construction crews for all new public projects in the project area.

Why Is This a Priority? There is currently a lack of employment opportunities in Boron and the larger region. Hiring employees local to the county will support the local workforce and local economy.

Lead Responsibility: Kern County Economic Development Corporation

Support Role: Revitalize Boron Community Group

4.3 Potential Funding & Financing Mechanisms

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

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

4.4 Incentives Toolbox

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

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**Appendix A:
County Action
Plan**

Key to Appendix A

Priority Key

1 (Short Term) = 1–5 years

2 (Mid Term) = 6–15 years

3 (Long Term) = >15 years

Responsible Party Key

Kern County Department

A = Animal Control

BI = Building Inspection Department

BOT = Board of Trade

BRPC = Blight Reduction Program Coordinator

CC = Code Compliance

E = Engineering, Surveying, and Permit Service

GET = Golden Empire Transit District

KCCD = Kern Community College District

KCFP = Kern County Floodplain Division

KED = Kern County Economic Development Corporation

KPH = Kern County Department of Public Health

KRT = Kern Regional Transit

KCWA = Kern County Water Agency

PCD = Planning and Community Development

PR = Parks and Recreation Department

R = Roads

S = Sheriff's Office

SD = School District

SO = Second District Supervisor's Office

Other Responsible Party

AJC = America's Job Center

Chamber = Chamber of Commerce

ETR = Employers' Training Resource

Metrolink

P = Private funding/groups

Revitalize Boron = Revitalize Boron Community Group

Funding Source Key

Federal

CDBG = Community Development Block Grants

EDA = Economic Development Administration Grant

FTA = Federal Transit Administration Grants

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

LIHTC = Low Income Housing Tax Credit

SBA = Small Business Administration

Regional

SR2S = Safe Routes to School Grants

Local

BAD = Benefit Assessment District

CFD = Community Facilities District

CIF = Capital Improvement Fund

DA = Developer Agreement

GF = General Fund

IF = Impact Fees

IFD = Infrastructure Financing District

ILDD = In Lieu Development Dedication

PPP = Public-Private Partnerships

QF = Quimby Fees

RENEWBIZ = Renewable Energy Neighborhood Enhancement Wind Business

Investment Zone

UF = User Fees

Private

CIG = Community Impact Grant

MM = Media Match

Sponsorships

Underwriters

Appendix A: County Action Plan

Action ID	Implementation Action	Priority	Responsibility		Potential Funding Sources
		1 = Short Term 2 = Mid Term 3 = Long Term Ongoing	Lead	Support	See Key on Page A.1 and Appendix C for Source Descriptions and Abbreviations
FUNDING THE COUNTY ACTION PLAN (F)					
F-1	Develop a Capital Improvement Plan to prioritize, identify costs, and secure funding for the top priority public facilities and infrastructure improvements identified in Chapter 4, Implementation Plan.	1	PCD, R, PR, SO	Revitalize Boron	County staff time
F-2	Continue to provide funding such as matching grants or revolving loans for façade improvements to commercial buildings. Funding should be available for projects such as painting façades, replacing windows, doors, awnings, signs, and exterior lighting.	1	PCD	SO, Revitalize Boron	CIG, CDBG, PPP, RENEWBIZ
F-3	Research and apply for grants to fund streetscape improvements identified in this Action Plan. See list of potential funding sources in Appendix C.	1, Ongoing	PCD, R, E	Revitalize Boron	County staff time, grants
LAND USE AND DESIGN POLICY (LU)					
LU-1	Identify and adopt a selection of development incentives from Appendix D, Table of Recommended Incentives.	1	PCD	Revitalize Boron	County staff time
LU-2	Enforce code compliance. Ensure properties within the project area meet current code requirements.	1	CC, BRPC	Revitalize Boron	County staff time

Action ID	Implementation Action	Priority	Responsibility		Potential Funding Sources
		1 = Short Term 2 = Mid Term 3 = Long Term Ongoing	Lead	Support	See Key on Page A.1 and Appendix C for Source Descriptions and Abbreviations
LU-3	Revise sign standards for commercial properties to incorporate community design preferences for sign materials and styles identified in Chapter 3, Section 3.3.	2	PCD, BRPC	Revitalize Boron	County staff time
LU-4	Revise fence standards to discourage use of chain-link fencing in favor of more attractive and inviting fences with high quality materials.	2	PCD, BRPC		County staff time
LU-5	Establish design guidelines for residential and commercial properties. Incorporate design preferences for materials and for architectural elements that create shade and protection, as identified in Chapter 3, Section 3.3.	1	PCD	Revitalize Boron	County staff time
LU-6	Establish a local historic preservation program to support preservation of historic structures in the project area. Consider installation of information plaques as local historically designated sites.	2	PCD	Revitalize Boron	County staff time
LU-7	Consider offering development incentives for submittals for development along Twenty Mule Team Road and Boron Avenue that integrate development standards which address features to provide shade and protection from the wind, such as awnings, recessed entries, shade trees, and shaded walkways.	1	PCD	Revitalize Boron	County staff time

Action ID	Implementation Action	Priority	Responsibility		Potential Funding Sources
		1 = Short Term 2 = Mid Term 3 = Long Term Ongoing	Lead	Support	See Key on Page A.1 and Appendix C for Source Descriptions and Abbreviations
LU-8	Promote the use of vacant buildings along Twenty Mule Team Road and Boron Avenue for temporary commercial or public uses, such as pop-up retail shops or art exhibits. The County should consider issuing building occupancy permits at a reduced fee or consider waiving code requirements that are not public safety issues to allow temporary use of the buildings. Temporary signs, such as a banner sign, would be allowed for a temporary period.	1	BI	Revitalize Boron	County staff time
LU-9	Seek designs for the Miners Plaza through any of the following approaches: <ul style="list-style-type: none"> • Professional RFP process • Local design competition • Student course project • Internship 	1	PR	PCD, Revitalize Boron	PPP
LU-10	Seek designs for the dog park, par course, and desert plant demonstration garden through any of the following approaches: <ul style="list-style-type: none"> • Professional RFP process • Local design competition • Student course project • Internship 	2	PR	PCD, Revitalize Boron	PPP

Action ID	Implementation Action	Priority	Responsibility		Potential Funding Sources
		1 = Short Term 2 = Mid Term 3 = Long Term Ongoing	Lead	Support	See Key on Page A.1 and Appendix C for Source Descriptions and Abbreviations
LU-11	<p>Seek designs for the community arts center through any of the following approaches:</p> <ul style="list-style-type: none"> • Professional RFP process • Local design competition • Student course project • Internship 	2	PCD	Revitalize Boron, KCCD, Local students	PPP
LU-12	<p>Seek designs for the welcome gateway features (e.g., welcome sign, public art monument, pillars, landscaping) through any of the following approaches:</p> <ul style="list-style-type: none"> • Professional RFP process • Local design competition • Student course project • Internship <p>Designs should reflect community design preferences for gateway features identified in Chapter 3, Section 3.3. See also action PR-12.</p>	1	PCD, E	R, Revitalize Boron, KCCD, Local students	PPP
LU-13	Utilize the RFP process to seek designs for the distribution center with quirky architecture.	3	PCD	Revitalize Boron	PPP
LU-14	Utilize the RFP process to seek designs for the medical campus.	1	PCD, SD	Revitalize Boron	PPP
LU-15	Utilize the RFP process to seek designs for the youth and vocational training center, including meeting and classroom space and a WiFi hotspot.	2	PCD	Revitalize Boron	PPP

Action ID	Implementation Action	Priority	Responsibility		Potential Funding Sources
		1 = Short Term 2 = Mid Term 3 = Long Term Ongoing	Lead	Support	See Key on Page A.1 and Appendix C for Source Descriptions and Abbreviations
LU-16	Re-survey the floodplain boundaries.	2	KCFP		County staff time
LU-17	Establish a flood prevention program and implement strategies.	2	KCFP		County staff time
CIRCULATION (C)					
C-1	Install continuous sidewalks and curb and gutter throughout the project area.	1	R, E		SR2S, CIF, CFD, IFD, DA, PPP, IF, UF, CIG, CDBG, RENEWBIZ
C-2	Maintain roads.	Ongoing	R, E		SR2S, CIF, CFD, IFD, DA, PPP, IF, UF, CIG, CDBG
C-3	Install circulation improvements along Boron Avenue and Twenty Mule Team Road to include improved crossings and safer intersections for pedestrians. See Vision Poster for location of improvements.	1	R, E		SR2S, CIF, CFD, IFD, DA, PPP, IF, UF, CIG, CDBG, RENEWBIZ
C-4	As project area develops, determine whether locations for additional stop signs and/or signalization are necessary to improve safety.	2	R, E		SR2S, CIF, CFD, IFD, DA, PPP, IF, UF, CIG, CDBG
C-5	Add bike lanes along Twenty Mule Team Road and along roads connecting to the high school.	1	R		SR2S, CIF, CFD, IFD, DA, PPP, IF, UF, RENEWBIZ
C-6	Initiate a Safe Routes to School program.	1	SD, R		SR2S
C-7	As the project area develops, evaluate the need for speed control along Twenty Mule Team Road and Boron Avenue. If needed, consider the following measures to slow speeds: speed limit reduction, traffic calming, and traffic control devices.	2	PCD, R, E		County staff time

Action ID	Implementation Action	Priority	Responsibility		Potential Funding Sources
		1 = Short Term 2 = Mid Term 3 = Long Term Ongoing	Lead	Support	See Key on Page A.1 and Appendix C for Source Descriptions and Abbreviations
C-8	Assess needed improvements to transit service, including increased frequency and additional bus stop locations at the library and the new medical campus.	1	GET, KRT		FTA
C-9	Enhance transit facilities in the Retail, Arts, and Entertainment District (e.g., lighting, shelter, trees, benches, trash bins, maps, distance charts, and signage).	3	GET, R, PCD		FTA, RENEWBIZ
C-10	Conduct a parking assessment for the nonresidential districts within the project area and develop a long-term parking strategy. This strategy should address: <ul style="list-style-type: none"> • Private parking standards to ensure private parking spaces do not block the public right-of-way, including sidewalks. • Opportunities for shared parking and access. • Potential for a public parking lot. 	2	R, E	PCD	CDBG, IF, IFD, GF
PUBLIC REALM IMPROVEMENTS AND CIVIC PROGRAMS (PR)					
PR-1	Develop a streetscape furnishing palette (e.g., street lighting, banners, benches, tree grates, trash bins, bollards, water fountains, bike racks, planters, and paving materials) that reflects community design preferences for furnishings and materials identified in Chapter 3, Section 3.3.	1	R, E	PCD, Revitalize Boron	BAD, GF, CIF, RENEWBIZ

Action ID	Implementation Action	Priority	Responsibility		Potential Funding Sources
		1 = Short Term 2 = Mid Term 3 = Long Term Ongoing	Lead	Support	See Key on Page A.1 and Appendix C for Source Descriptions and Abbreviations
PR-2	Develop a landscape palette (e.g., street trees, planter strip, and median landscaping). Integrate landscaping standards appropriate for the local climate, including consideration for the provision of shade and protection from wind.	1	R, E	PCD, Revitalize Boron	BAD, GF, CIF, RENEWBIZ
PR-3	Install street lighting in the project area.	1	R, E		CIF, CFD, IFD, DA, PPP, IF, UF, BAD, CIG, CDBG, RENEWBIZ
PR-4	Plant street trees and landscaping and install street furniture along Boron Avenue and Twenty Mule Team Road.	1	E	R	CIF, CFD, IFD, DA, PPP, IF, UF, BAD, CIG, CDBG, RENEWBIZ
PR-5	Develop a design concept for the Desert Rock Walk and Heritage Walk to include a location map, materials and furnishings palette, and site plan that reflect community design preferences as identified in Chapter 3, Section 3.3.	1	PCD, E	Revitalize Boron	BAD, GF, CIF, RENEWBIZ
PR-6	Install the Desert Rock Walk and Heritage Walk.	2	E		BAD, GF, CIF, RENEWBIZ
PR-7	Develop and implement a wayfinding program that promotes the marketing theme for Boron. The program shall include auto-oriented directional signage and pedestrian-oriented maps and signs. (See item BRec-1 for establishment of the marketing theme.)	1	R	PCD, Revitalize Boron	BAD, GF, CIF, RENEWBIZ

Action ID	Implementation Action	Priority	Responsibility		Potential Funding Sources
		1 = Short Term 2 = Mid Term 3 = Long Term Ongoing	Lead	Support	See Key on Page A.1 and Appendix C for Source Descriptions and Abbreviations
PR-8	Develop and implement a signage program that promotes the marketing theme for the Retail, Arts, and Entertainment District to include thematic signage such as banners on light poles and ways to promote local events and farmers markets. (See item BRec-1 for establishment of the marketing theme.)	2	PCD	PCD, Revitalize Boron, Chamber, P	BAD, GF, CIF, RENEWBIZ
PR-9	Construct the par course trail, desert plant demonstration garden, and dog park.	2, 3	PR	R, E	CIF, CFD, IFD, DA, PPP, IF, UF, BAD, CIG, CDBG, RENEWBIZ
PR-10	Construct the Miners Plaza.	1	PR	E	CIF, CFD, IFD, DA, PPP, IF, UF, BAD, CIG, CDBG, RENEWBIZ
PR-11	Identify a process to expand the Food Mart to include a café with outdoor seating/plaza, i.e., discuss public-private partnerships to acquire subject property.	2	PR	PCD	IFD, CDBG, GF
PR-12	Install special gateway features (e.g., welcome sign, public art monument, pillars, landscaping) at the three major entrances into the project area: <ul style="list-style-type: none"> • State Route 58 off-ramp coming from each direction (north entrance) • Twenty Mule Team Road at Gardiner Street (western entrance) • Twenty Mule Team Road at Green Street (eastern entrance) See Vision Poster for preferred gateway locations.	1, 2	R, E	PCD, Revitalize Boron, local artists	Grants, sponsorships, GF, CIF, BAD, RENEWBIZ

Action ID	Implementation Action	Priority	Responsibility		Potential Funding Sources
		1 = Short Term 2 = Mid Term 3 = Long Term Ongoing	Lead	Support	See Key on Page A.1 and Appendix C for Source Descriptions and Abbreviations
PR-13	Establish a Public Art Program, including guidelines to provide incentives to new private and public projects within the Retail, Arts, and Entertainment District to install public art.	3	PCD	Local artists, Revitalize Boron	Developer costs, grants
PR-14	Explore the feasibility of and location for a public restroom in the project area.	2	PCD		County staff time
PR-15	Explore the feasibility of a 24-hour sheriff's substation in the project area.	2	PCD, S		BAD, County staff time
PR-16	Explore the feasibility of installing fiber optic infrastructure in the project area.	2	E	KED	GF, RENEWBIZ
PR-17	Continue to seek grants or funding sources for water treatment equipment and/or facilities.	1	KCWA	E	Grants, CFD
BUSINESS RETENTION (BR)					
BR-1	Provide education and technical assistance to enhance business operating practices.	1	Chamber, KED	SO, Revitalize Boron	Chamber, EDA, SBA
BR-2	Work with businesses to improve their overall physical presentation. <ul style="list-style-type: none"> • Hold a window display contest. • Offer visual merchandising assistance. 	2	Chamber, KED, BRPC	Revitalize Boron	Sponsorships
BR-3	Create positive media stories to enhance Boron's image and support its brand. Distribute regular press releases about businesses and events in Boron.	1	Chamber, KED	Revitalize Boron	MM

Action ID	Implementation Action	Priority	Responsibility		Potential Funding Sources
		1 = Short Term 2 = Mid Term 3 = Long Term Ongoing	Lead	Support	See Key on Page A.1 and Appendix C for Source Descriptions and Abbreviations
BUSINESS RECRUITMENT (BRec)					
BRec-1	Develop a marketing theme including a logo and slogan to establish and strengthen Boron's image. See Chapter 3, Section 3.3, for design styles and preferences. Themes may include those that reflect mining, minerals, and/or Route 66 heritage. Encourage local students to participate in the process.	1	Chamber, KED, PCD	Revitalize Boron, KCCD, Local students	Sponsorships
BRec-2	Regularly update and maintain the Boron Chamber of Commerce website to: <ul style="list-style-type: none"> • Provide up-to-date information on events and local businesses. • Highlight destinations in Boron. • Celebrate recent successes and projects. 	Ongoing	Chamber, KED, KCCD	Local students, Revitalize Boron	Sponsorships, underwriters, tourism, visitor-related grant
BRec-3	Recruit a gas station business.	1	Chamber, KED	Revitalize Boron	N/A
BRec-4	Establish priority business recruitment targets. Special consideration should be given to a distribution center, healthy food stores, restaurant with outdoor dining, movie theater, indoor recreation, and retail.	1	Chamber, KED	Revitalize Boron	N/A
BRec-5	Establish a health services recruitment program to include a pharmacy, doctor, medical clinic, drug intervention programs, and mental health and support group services.	1	Chamber, KPH, KED	Muroc Hospital District, Revitalize Boron	N/A

Action ID	Implementation Action	Priority	Responsibility		Potential Funding Sources
		1 = Short Term 2 = Mid Term 3 = Long Term Ongoing	Lead	Support	See Key on Page A.1 and Appendix C for Source Descriptions and Abbreviations
BRec-6	Assemble a business recruitment packet to include: <ul style="list-style-type: none"> • A market profile sheet. • Information on available financial assistance programs. • Information on development incentives. 	1	Chamber, KED	Revitalize Boron	GF, SBA, EDA
BRec-7	Promote the use of small-business incentives and financing tools in Boron and link entrepreneurs to programs. Provide technical assistance to entrepreneurs to help them secure financing.	2	Chamber, KED	Revitalize Boron	SBA, GF, EDA
EMPLOYMENT & EDUCATION (E)					
E-1	Establish guidelines for hiring local Kern County employees and construction crews for all new public projects in the project area.	1	KED	Revitalize Boron	County staff time

Action ID	Implementation Action	Priority	Responsibility		Potential Funding Sources
		1 = Short Term 2 = Mid Term 3 = Long Term Ongoing	Lead	Support	See Key on Page A.1 and Appendix C for Source Descriptions and Abbreviations
E-2	<p>Leverage existing job training programs by:</p> <ul style="list-style-type: none"> Working with organizations, including America’s Job Center of California (AJC), Employers’ Training Resource (ETR), and Kern Community College District (KCCD), to provide job training for local industries. Consider job training for environmental remediation in anticipation of future cleanup work upon imminent closure of the mine. Providing a location for classes at the new youth and vocational training center (see Action LU-14). Developing a Student Internship Program to provide eligible students with the opportunity to work in departments within the County. 	2	KED, AJC, KCCD, ETR	Revitalize Boron	PPP
E-3	Advocate for a Head Start preschool program in Boron.	2	SD	Private preschools	State and federal funding

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**Appendix B:
Community
Action Plan**

Key to Appendix B

Priority Key

1 (Short Term) = 1–5 years

2 (Mid Term) = 6–15 years

3 (Long Term) = >15 years

Responsible Party Key

Kern County Department

A = Animal Control

BI = Building Inspection Department

BOT = Board of Trade

BRPC = Blight Reduction Program Coordinator

CC = Code Compliance

E = Engineering, Surveying, and Permit Service

GET = Golden Empire Transit District

KCCCD = Kern County Community College District

KED = Kern County Economic Development Corporation

KRT = Kern Regional Transit

PCD = Planning and Community Development

PR = Parks and Recreation Department

R = Roads

S = Sheriff's Office

SD = School District

SO = Second District Supervisor's Office

Other Responsible Party

Chamber = Chamber of Commerce

Metrolink

P = Private funding/groups

Revitalize Boron = Revitalize Boron Community Group

Funding Source Key

Federal

CDBG = Community Development Block Grants

EDA = Economic Development Administration Grant

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

LIHTC = Low Income Housing Tax Credit

SBA = Small Business Administration

Regional

SR2S = Safe Routes to School Grants

Local

BAD = Benefit Assessment District

CFD = Community Facilities District

CIF = Capital Improvement Fund

DA = Developer Agreement

GF = General Fund

IF = Impact Fees

IFD = Infrastructure Financing District

ILDD = In Lieu Development Dedication

PPP = Public-Private Partnerships

QF = Quimby Fees

RENEWBIZ = Renewable Energy Neighborhood Enhancement Wind Business

Investment Zone

UF = User Fees

Private

CIG = Community Impact Grant

MM = Media Match

Sponsorships

Underwriters

Appendix B: Community Action Plan

Action ID	Implementation Action	Priority	Responsibility		Potential Funding Sources
		1 = Short Term 2 = Mid Term 3 = Long Term Ongoing	Lead	Support	See Key on Page B.1 and Appendix C for Source Descriptions and Abbreviations
COMMUNITY ACTIONS (CA)					
CA-1	<p>Revitalize Boron Project to coordinate and oversee all community project teams identified in actions CA-2 through CA-8 below.</p> <ul style="list-style-type: none"> Identify a group of community leaders to coordinate the implementation actions identified in this community action plan. Identify a youth leader to represent each of the project teams below. 	1	Revitalize Boron	Boron youth leaders	
CA-2	<p>Beautify Boron Project, to include activities such as:</p> <ul style="list-style-type: none"> Park enhancements Public art/murals program Adopt a “___” Program (e.g., bench, planter, gateway) Clean-up events Paint buildings Building restoration 	Ongoing	Revitalize Boron	Interested business and property owners, community organizations, youth leader, SO	CIG, PPP, volunteers, sponsorships

Action ID	Implementation Action	Priority	Responsibility		Potential Funding Sources
		1 = Short Term 2 = Mid Term 3 = Long Term Ongoing	Lead	Support	See Key on Page B.1 and Appendix C for Source Descriptions and Abbreviations
CA-3	<p>Enrich Boron Project, to include activities such as:</p> <ul style="list-style-type: none"> • After-school and summer youth programs • Counseling and support group program • Mentoring program • Special interest classes for all ages, such as emergency preparedness, CPR, art, music, computer skills, baking, robotics, finances, and safety • Trade school (welding, electrical) • Vocational training (computers) • Career events, such as job fairs and business open houses <p>Explore opportunities to reuse vacant buildings as venues to host community education classes and activities.</p>	Ongoing	Revitalize Boron, SD	Community organizations, KCCCD, SO, youth leader	Volunteers
CA-4	<p>Connect Boron Project:</p> <ul style="list-style-type: none"> • Regular community meetings • Concerts in the park • Craft fairs • Flea market • Volunteerism and volunteer recruitment programs 	Ongoing	Revitalize Boron	Chamber, community organizations, SO, KED, PCD, youth leader	Volunteers, PPP, MM, sponsorships, underwriters

Action ID	Implementation Action	Priority	Responsibility		Potential Funding Sources
		1 = Short Term 2 = Mid Term 3 = Long Term Ongoing	Lead	Support	See Key on Page B.1 and Appendix C for Source Descriptions and Abbreviations
CA-5	Safe Boron Project, to include activities such as: <ul style="list-style-type: none"> • Neighborhood Watch program • Sheriff and community partnership meetings • Sheriff-sponsored classes on safety 	Ongoing	Boron Neighborhood Watch	Revitalize Boron, interested business and property owners, community organizations, youth leader, SO, S	Volunteers, County staff time
CA-6	Healthy Boron Project, to include activities such as: <ul style="list-style-type: none"> • Community garden program • Farmers market • Meals on wheels • Nutrition classes • Recreational activities such as fun runs, hikes, and dances 	Ongoing	Revitalize Boron	Community organizations, PR, SO, Chamber, health-care providers, youth leader	Volunteers, MM, underwriters

Action ID	Implementation Action	Priority	Responsibility		Potential Funding Sources
		1 = Short Term 2 = Mid Term 3 = Long Term Ongoing	Lead	Support	See Key on Page B.1 and Appendix C for Source Descriptions and Abbreviations
CA-7	Visit Boron Project, to include activities such as: <ul style="list-style-type: none"> • Tourism attraction group • Marketing and promotions plan • Visual storefront/window display training workshop and contest • Business window holiday decorating contest • Advertising training workshop • Business engagement mixer where investors, business leaders, and customers can network 	Ongoing	Revitalize Boron	Chamber, SO, KED, BOT, PCD, community organizations, youth leader	GF, MM, volunteers, sponsorships, underwriters
CA-8	Fund Boron, to include activities such as: <ul style="list-style-type: none"> • Establish group to seek funding and apply for grants • Establish a group to discuss private funding sources, including grants from Rio Tinto, and their appropriation to help guide investment in Boron 	Ongoing	Revitalize Boron	Rio Tinto, RENEWBIZ program coordinator	N/A

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**Appendix C:
Potential
Funding &
Financing
Mechanisms**

Appendix C: Potential Funding & Financing Mechanisms

Type	Source	Description	Use
FEDERAL			
Community Development Block Grants (CDBG)		CDBG grants are federal funds through the US Department of Housing and Urban Development (HUD) for community revitalization efforts and economic development opportunities. Includes the Entitlement Communities Grant.	Housing, public infrastructure, public services, and economic development projects that focus on benefitting low- and moderate-income persons that are at or below 80% of the area median income (AMI). Can be used to rehabilitate existing low- and moderate-income housing and to acquire sites on which to develop workforce housing.
Economic Development Administration (EDA) Grant	http://www.eda.gov	The federal Economic Development Administration is a potential source of grant money for the Boron Revitalization Vision Plan. Funds from the EDA can be used to finance construction and rehabilitation of infrastructure and facilities that are necessary to achieve long-term growth and dynamic local economies.	Reconstruction or rehabilitation of essential public infrastructure and facilities necessary to generate or retain private sector jobs and investments, attract private sector capital, and promote regional competitiveness
Federal Transit Administration (FTA) Grants	http://www.fta.dot.gov/grants.html	The FTA helps communities support public transportation by issuing grants to eligible recipients for planning, vehicle purchases, facility construction, operations, and other purposes.	Public transportation provided by Kern Regional Transit System
HOME		Provides formula grants to states and municipalities that communities often use in partnership with local nonprofit groups to fund a wide range of activities that build, buy, and/or rehabilitate affordable housing for rent or homeownership or provide direct rental assistance to low-income households.	Affordable housing units for low- to moderate-income persons
HUD 202 Low Income Senior Housing Grants and Loans (HUD 202)		Housing developers can compete nationally for HUD grants and low-interest loans to build housing for low-income seniors.	Housing for low-income seniors

Type	Source	Description	Use
Low Income Housing Tax Credit (LIHTC)	http://www.hud.gov/offices/cpd/affordablehousing/training/web/lihtc/basics/	A federal dollar-for-dollar tax credit that attracts equity investments to finance the development of affordable housing.	Development of affordable housing
Small Business Administration (SBA)	www.sba.gov	Through training, technical assistance, and financing programs, the Small Business Administration helps people plan, launch, and sustain successful businesses. The SBA works with banks and other lending institutions to provide guaranteed loans for a variety of general business purposes (7a), real estate or equipment (CDC/504), and small (up to \$35,000) short-term loans (microloans).	Business improvements
REGIONAL			
Caltrans Safe Routes to School (SR2S)	http://www.dot.ca.gov/hq/LocalPrograms/saferroutes/sr2s.htm	The purpose of the Safe Routes to School program is to increase the number of children who walk or bicycle to school by funding projects that remove the barriers that currently prevent them from doing so. Those barriers include lack of infrastructure, unsafe infrastructure, and lack of programs that promote walking and bicycling through education and encouragement programs aimed at children, parents, and the community.	Street improvements
Transportation Development Act (TDA) Pedestrian and Bicycle Program	http://www.kerncog.org/publications/transportation-development-act	Kern COG administers available funding to the county and cities for facilities provided for the exclusive use of pedestrians and bicycles. In addition, funds may be made available to supplement the financing of bicycle safety education programs.	Pedestrian and bicycle facilities
Transportation Development Act (TDA) Street and Road Program	http://www.kerncog.org/publications/transportation-development-act	Kern COG administers available funding to the county and cities for street and road projects. Funds for road projects are available only after county public transit needs are met.	Street improvements

Type	Source	Description	Use
LOCAL			
Benefit Assessment Districts (BAD)		In a special assessment district, property owners in the district agree to pay an additional fee or tax in order to fund an improvement within a specific geographic area. The amount that each property owner pays must be proportional to the benefit the property will receive from the proposed improvement. Assessment districts are established by a majority vote of the property owners and can include a variety of different types of districts, from business improvement districts to sewer, utility, and parking districts.	Marketing, promotion, security, street cleaning, landscaping, streetscape improvements, infrastructure, and parking improvements
Capital Improvement Funds (CIF)		These funding allocations are collected through the County's annual Capital Improvement Plan or Program.	Capital improvement projects
Community Facilities Districts (CFD)		Formed when the property owners in a geographical area agree to impose a tax or fee on the land in order to fund infrastructure improvements. Unlike benefit assessment districts, however, CFDs are most commonly formed in cases where the geographic area encompasses a small number of property owners who intend to subdivide the land for sale. This is because, to be enacted, CFDs require a two-thirds vote of property owners, unless there are at least 12 registered voters within the proposed district, in which case the district must be approved by a two-thirds majority in an election of registered voters.	Infrastructure improvements
Developer Agreements (DA)		Agreement between the County and developer describing the improvements and funding sources available to finance improvements. Direct contributions from the developer help pay for infrastructure needed to accommodate the new development. Structured negotiations between counties and developers are often conducted to obtain desired improvements in exchange for development rights. The amount of public benefits that can be provided varies and will have to be negotiated.	Infrastructure

Type	Source	Description	Use
General Fund (GF)		This is the most accessible and flexible funding source available to local agencies. Local revenues are collected in the County General Fund from property tax, sales tax, and transient occupancy tax and are expended on projects and programs as defined in the County's adopted budget. Projects and programs that may be funded by this source of money generally include those items which cannot be paid for by other funding sources and which provide a direct community-wide benefit for the residences or businesses in the community. However, since this funding source is the County's primary operating capital and highly competitive, it should be looked at as a secondary source to fund most projects.	Capital improvement projects, business development, housing initiatives
Impact Fees (IF)		Direct charges collected on a one-time basis as a condition of an approval granted by the local government. The purpose of the fee must directly relate to the need created by the development. In addition, its amount must be proportional to the cost of improvement. Development impact fees may include traffic mitigation fees, infrastructure improvement fees, and connection fees.	Capital infrastructure improvements
Infrastructure Financing Districts (IFD)		Use a property tax increment to pay for infrastructure improvements. New tax revenues are diverted to finance improvements, but IFDs cannot divert property tax increment revenues from schools. Under existing California law, a city or county may create infrastructure financing districts by ordinance, if a two-thirds majority of the voters in the proposed district approves the IFD.	Infrastructure improvements
In-Lieu Development Dedication (ILDD)		In lieu of payment of all or a portion of development fees, developers may dedicate land to the County for other purposes such as parks or affordable housing.	Dedication of land for parks or affordable housing

Type	Source	Description	Use
Public-Private Partnership (PPP)		Typically consists of an agreement between a public agency and a private entity to deliver a new facility or infrastructure system. The public agency may agree to annual payments to the private partner in return for building and operating the new facility. A private entity may be formed to be responsible and financially liable for delivering the project and may also share in revenues from operations.	Public facility or infrastructure
Quimby Fees (QF)		In-lieu fees collected from developers to acquire parkland. These fees can be used by the County to acquire both park and open space land.	Parks
Renewable Energy Neighborhood Enhancement Wind Business Investment Zone (RENEWBIZ)		Communities such as Boron that are located within the RENEWBIZ boundary will benefit from a portion of the incremental property tax growth from the base year of 2012 generated primarily from the renewable energy industry. Currently, it is estimated that as much as \$1.5 million annually could be available to support important projects identified by residents of the Second District through the visioning process. Some projects that will be up for consideration include infrastructure improvements, like roads, sidewalks, curbs, gutters, and multi-use trails that contribute to completion of a community road system, and other streetscape amenities: benches, lighting, trash cans, signage, improvements to public buildings, parking lot repair, and landscaping improvements.	Infrastructure, beautification, landscaping and streetscape improvements
User Fees (UF)		Development-related fees collected to offset the cost of the entitlement processing. They may include permit fees and application fees.	Cost recovery of county entitlement processing

Type	Source	Description	Use
PRIVATE			
Community Impact Grants (CIG)	http://www.homedepotfoundation.org/page/grants	The Home Depot Community Impact Grants Program is an example of a beautification grant, which grants up to \$5,000 to registered 501(c)(3) nonprofit organizations, public schools, or tax-exempt public service agencies in the United States who are using the power of volunteers to improve the physical health of their community. Grants are made in the form of The Home Depot gift cards for the purchase of tools or materials.	Beautification, landscaping and streetscape improvements, cleanup
Media Match (MM)		Local media (print and electronic) will match dollar for dollar the advertising space or time that an organization will purchase for promoting an event or activity.	Promotion of community events
Sponsorships		Cash contributions to an event that is not targeted for a specific expense (but rather to increase event revenue) and for which benefits are promised to the donor (e.g., recognition, table). <i>For example, XYZ Corporation donates \$5,000 to Anytown; in doing so, the company's logo may be included on the event t-shirts.</i>	Any community program or event that has a willing sponsor
Underwriters		Includes gifts solicited and secured to pay for a specific expense of an event. When pursuing underwriting, it is advantageous to first underwrite an event's direct expenses (versus indirect expenses). <i>For example: XYZ Corporation agrees to purchase the event t-shirts on behalf of the ABC via writing a check directly to the vendor. In doing so, the event does not incur an expense for the shirts.</i>	Any community program or event that has a willing donor



**Appendix D:
Table of
Recommended
Incentives**

Appendix D: Table of Recommended Incentives

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

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