



SECTION IV | *Implementation Program*

City of Coachella
Pueblo Viejo Revitalization Plan





IV. IMPLEMENTATION PROGRAM

A. Primary Action Steps and Tools

The primary action steps and tools have been organized into the following categories:

- ❖ *Policy*
- ❖ *Implement Priority Projects First*
- ❖ *Physical Improvements*
- ❖ *Communication*
- ❖ *Technical Assistance*
- ❖ *Long-Term Maintenance and Management*
- ❖ *Document, Monitor, and Demonstrate Progress*

Policy. One of the first steps the City of Coachella should consider is formalizing the Pueblo Viejo Revitalization Plan so that the strategies and recommendations are consistently followed and adhered to over the life of the plan. The following action steps should be considered:

- ❖ *Adopt the Pueblo Viejo Revitalization Plan as official policy of the City of Coachella.*
- ❖ *Implement the Façade Rehabilitation Recommendations, as desired by the City and business merchants, in conjunction with other near-term revitalization efforts being undertaken.*
- ❖ *Amend the Pueblo Viejo Design Guidelines to reflect the recommendations contained in Appendix B – 2006 Design Guidelines Diagnostic.*
- ❖ *Update the Zoning Code to reflect the recommendations in Appendix C – City of Coachella Zoning Code Diagnostic.*
- ❖ *Develop a civic center block site master plan for renovation/expansion of City Hall. A detailed site analysis and design study should be completed for the civic center block to determine City Hall building design, precise location, access, possible closure of Sixth Street (immediately in front of City Hall), as well as integration of other civic-related functions and outdoor public gathering plazas/open space.*
- ❖ *Adopt incentives for infill and rehabilitation projects. Incentives may include:*
 - Reduced Parking Requirements
 - Increased Floor Area Ratio (FAR) or Density/Intensity of Uses
 - Financial Assistance, Grants, or Loans
 - Design Assistance
 - Maintenance and Operations Cost Assistance

Implement Priority Projects First. Following adoption of the Pueblo Viejo Revitalization Plan, the City should initiate working on both catalyst site development and near-term street enhancement projects immediately. Completing high visibility projects early on will create a strong sense of accomplishment and help to maintain the energized momentum of community members. In addition to the catalytic importance of a City Hall renovation/expansion project, the following two sites have been identified as catalyst site development projects within Pueblo Viejo (see *Appendix Item F – Catalyst Sites Pro Forma Analysis* for a detailed summary of each project’s economic feasibility):

- ❖ *Catalyst Site Two (located at the north east corner of Grapefruit Boulevard and Sixth Street)*
- ❖ *Catalyst Site Three (located at the southwest corner of Sixth Street and Orchard Street)*
- ❖ *Catalyst Site Four (located on the north east corner of Harrison and Sixth Street).*

Physical Improvements. The majority of the Pueblo Viejo Revitalization Plan and Façade Rehabilitation Recommendations are oriented toward physical improvements that support the vision and revitalization of Pueblo Viejo. The City should implement public works projects that are comprehensive and consistent with the Plan and avoid piecemeal efforts that result in unnecessary replacement or replication of improvements. The Implementation Matrix contained at the end of this Section summarizes specific actions to help implement these physical improvements. In general, they are summarized by the following:

- ❖ *Design It*
- ❖ *Approve It*
- ❖ *Fund It*
- ❖ *Build It*
- ❖ *Enhance It*
- ❖ *Repair It*
- ❖ *Replace It*
- ❖ *Maintain It*

Communication. Constant communication with community members regarding the goals, objectives, and benefits of the Revitalization Plan are essential to successful implementation. The Plan should be used daily by City Staff, elected and appointed officials, property owners, business owners, developers, and other community stakeholders. The Plan is a guide for all capital investments and improvements, and all land use and environmental regulations and decisions. To ensure on-going communication and continued community-building, the following actions are recommended:

- ❖ *Distribute copies of the Revitalization Plan to all elected and appointed officials, City Staff Pueblo Viejo business merchants, and representatives of the Chamber of Commerce, School District, Adult School, and key developers/property owners.*
- ❖ *Promote the Pueblo Viejo Revitalization Plan and look for new ways to increase participation in monthly meetings with the Chamber of Commerce and/or Downtown Merchants to promote synergy and enthusiasm about the Plan.*

- ❖ *Place the Revitalization Plan and slide show (or links to these sources) on the City's and Chamber of Commerce's website for community members to reference.*
- ❖ *Provide copies of the Revitalization Plan to applicants submitting proposals to the City for new or redevelopment projects.*
- ❖ *Make copies of the Revitalization Plan available for use at the Planning Department counter.*
- ❖ *Regularly review and update the Revitalization Plan, as necessary.*
- ❖ *Consider offering to hold additional community outreach meetings with all stakeholders as implementation progresses.*
- ❖ *Reference the Vision Plan, Vision Statement, and Key Community Priorities in all development applications related to Pueblo Viejo.*
- ❖ *Include a standard agenda item to discuss implementation and regular update of the Plan when meeting with the Pueblo Viejo merchant's group.*

These steps will help to ensure that the Plan is consistently up-to-date (as a "living" document), rather than being placed on a shelf only to be reviewed should a follow-up planning process be initiated in the future.

Technical Assistance. The success of the Pueblo Viejo Revitalization Plan is largely dependant on the City's ability to remain as active partners with the development community. There are a number of ways the City can provide assistance and technical support including the following:

- ❖ *Develop and provide property owners, project applicants, and prospective developers a list of pre-approved consultants.*
- ❖ *Assist with identification and pursuit of funding for some or all professional planning and design services for projects that are consistent with the Plan. The amount of funding could be based on a points system tied to the goals of this plan.*
- ❖ *Provide small business assistance programs to allow existing business to expand and new businesses to locate within Pueblo Viejo.*

Long-Term Maintenance and Management. Just as this Plan is a "living" document that needs to be reviewed and updated, long-term maintenance and management of Pueblo Viejo should not be ignored. Although pursuit of grants, Redevelopment Agency support, and an involved community will aid in this endeavor, it is important to explore more formal mechanisms to provide continued management of downtown. The following options should be considered:

- ❖ *Formalize the merchants group by establishing a Downtown Main Street Program. This program would be responsible for the overall management, as well as fundraising for downtown improvements. Local main street organizations have great success rates because of the program's unique development of public-private partnerships and its Four-Point*

Approach (see below) which have proven successful in communities ranging in size from 250 to over 1 million people.

- ❖ *Establish a Business Improvement District (BID). A business improvement district or BID would provide a steady income for implementation of the Revitalization Plan. BID's are self-taxing business districts in which a majority of the business and property owners agree to pay for capital improvements, maintenance, marketing, parking, and other physical enhancements. This can be implemented in conjunction with or separate from a Main Street Program.*

The Main Street Four-Point Approach

The National Trust Main Street Center offers a comprehensive downtown revitalization strategy. The strategy focuses on four points which work together to build a sustainable and complete community revitalization effort.

Organization involves getting everyone working toward the same goal and assembling the appropriate human and financial resources to implement the revitalization program. An organizing body is essential to this step. This body could be formed as a:

- ▣ Downtown Committee or Merchants Group
- ▣ Downtown Manager and volunteer staff
- ▣ Redevelopment Agency

Promotion sells a positive image of the commercial district and encourages consumers and investors to live, work, shop, play and invest in downtown through advertising, retail promotional activity, special events, and marketing campaigns. These activities improve consumer and investor confidence in the district and encourage commercial activity and investment in the area.

Design means getting Pueblo Viejo into top physical shape by creating an inviting atmosphere through attractive window displays, parking areas, building improvements, street furniture, signs, sidewalks, street lights, and landscaping. This conveys a positive visual message about the commercial district and what it has to offer. Good maintenance practices and long-term planning are also an important component of good design.

Economic Restructuring strengthens a community's existing economic assets while expanding and diversifying its economic base. By sharpening the competitiveness of existing business owners and recruiting compatible new businesses and new economic uses.

For more information, visit www.mainstreet.org

Document, Monitor, and Demonstrate Progress. A key component to the success of a long-term plan such as the Revitalization Plan and Façade Rehabilitation Recommendations is to continually document progress and monitor success. It is important that each improvement be documented and monitored so that future decisions can be made based on objective data. Data

does not have to be costly if planned in advanced, such as before and after photos, analysis of increased sales or property tax data, etc.

B. Potential Funding Sources

The following is a list of potential funding sources relevant to implementation the Pueblo Viejo Revitalization Plan:

Federal Funding Sources

- ❖ **Community Development Block Grants (CDBG):** The Community Development Block Grant program is a federal grant program administered locally. CDBG funding can be used for economic development purposes including property acquisition and as part of the City's comprehensive strategy for economic development.
- ❖ **Federal Economic Development Administration (EDA):** 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. Grants to communities for site preparation and construction of water and sewer facilities, access roads, etc.
- ❖ **US Federal Highway Administration (FHWA) Transportation and Community and System Preservation Program (TCSP):** The TCSP is a comprehensive initiative of research and grants to investigate the relationships between transportation and community and system preservation and private sector-based initiatives. States, local governments, and metropolitan planning organizations are eligible for these discretionary grants. Grants to plan and implement strategies that improve the efficiency of the transportation system; reduce environmental impacts of transportation; reduce the need for costly future public infrastructure investments; ensure efficient access to jobs, services, and centers of trade; and examine private sector development patterns and investments that support these goals.
- ❖ **Federal Highway Administration Department of Transportation (DOT):** The FHWA provides funds to the States to develop and maintain recreational trails and trail-related facilities for both non-motorized and motorized recreational trail uses.
- ❖ **American Recovery and Reinvestment Act:** The American Recovery and reinvestment act includes \$48 billion for transportation infrastructure investments including projects with complete streets elements, bicycle and pedestrian infrastructure.
- ❖ **FTA Metropolitan Planning Program:** Operated by the Federal Transit Administration (FTA), this program provides financial assistance, through the states, to metropolitan planning organizations (MPOs) to support the costs of preparing long-range transportation plans required as a condition of obtaining Federal Capital Program and Urbanized Area Formula Program grants for transit projects. Funds can be used for

technical studies relating to management, operations, capital requirements, innovative financing opportunities, and economic feasibility; evaluation of previously assisted projects; and other similar or related activities preliminary to and in preparation for the construction, acquisition, or improved operation of transportation systems, facilities, and equipment, including the planning for “livability” features such as improved pedestrian and bicycle access to the station and shops and community services in the station area, incorporating arts and artistic design in stations and surrounding areas, and other improvements that enhance the usability and community-friendliness of the transit system environment. Up to a maximum of 20 percent of the preliminary engineering and design costs for a transportation facility.

- ❖ **Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU)**: Continuing the transportation enhancement program of TEA-21, SAFETEA-LU gives local governments unprecedented flexibility in developing a mix of highway corridor enhancements, with funds for such projects as public transit, bikeways, highway enhancements, recreation, historic preservation, scenic byways, and other alternatives to address transportation and community needs. States and localities are permitted to use Federal dollars (provided primarily from the gasoline tax) for more flexibility to meet their transportation needs. More comprehensive planning, taking into account such factors as desired land use patterns and environmental effects, is required as a prerequisite to Federal funding.
- ❖ **Energy Efficiency and Conservation Block Grants (EECBG)**: Administered by the Office of Weatherization and Intergovernmental Programs in the Office of Energy Efficiency and Renewable Energy of the U.S. Department of Energy (DOE), these formula grants are available to states, U.S. territories, local governments and Indian tribes to reduce energy use and fossil fuel emissions, and for improvements in energy efficiency. Projects that modify streets to better accommodate bikes and pedestrians are among the eligible uses.

State Funding Sources

- ❖ **Infrastructure State Revolving Fund Program of the California Infrastructure and Economic Development Bank (CIEDP)**: This is a loan program that provides low-cost financing to public agencies for a variety of infrastructure programs, including streets, bridges, drainage, water supply, flood control, environmental mitigation measures, sewage collection and treatment, solid waste collection and disposal, water treatment and distribution, educational facilities, and parks and recreational facilities. Funding assistance ranges from \$250,000 to \$10,000,000. The application process is complicated and slow. There must be a dedicated source for debt service of the loan. Tax increment flowing from redevelopment projects is often favored as a funding source for retiring this debt because it flows for a long time and is steady. The term of the loan can be as long twenty years.
- ❖ **Building Equity and Growth in Neighborhoods Program (BEGIN)**: BEGIN reduces local regulatory barriers to affordable ownership housing, and provides down payment assistance loans to qualifying first-time low- and moderate-income buyers of homes in

BEGIN projects. Eligible homes must be newly constructed in projects facilitated by local regulatory incentives or barrier reductions, and may include manufactured homes.

- ❖ **CalHome Program:** CalHome enables low-and very-low-income households to become or remain homeowners. Grants eligible to local public agencies and nonprofit developers to assist individual households through deferred-payment loans. Direct, forgivable loans to assist development projects involving multiple ownership units, including single-family subdivisions.
- ❖ **Code Enforcement Grant Program (CEGP):** The CEGP funds capital expenditure costs of existing or proposed local building code enforcement programs. Grants for three-year local programs. There is no formal match requirement, but grants must supplement existing funding for code enforcement that covers soft costs and staffing. Maximum grant amount to a single recipient was \$300,000; minimum grant was \$30,000. Eligible activities include purchase of capital assets that will be dedicated to local housing code enforcement. These may include tangible physical property with an expected useful life of 15 years or more, major maintenance of a capital asset, and equipment with an expected useful life of two years or more, such as vehicles, computers, and inspection equipment.
- ❖ **Multi-Family Housing Program (MHP):** The MHP assists with new construction, rehabilitation, and preservation of permanent and transitional rental housing for lower-income households. Eligible activities include new construction, rehabilitation, or acquisition and rehabilitation of permanent or transitional rental housing, and the conversion of nonresidential structures to rental housing. Projects are not eligible if construction has commenced as of the application date, or if they are receiving 9% Federal low-income housing tax credits. MHP funds will be provided for post-construction permanent financing only. Eligible costs include the cost of child care, after-school care, and social service facilities integrally linked to the assisted housing units; real property acquisition; refinancing to retain affordable rents; necessary on-site and off-site improvements; reasonable fees and consulting costs; and capitalized reserves.
- ❖ **Pre-Development Loan Program (PDLP):** The PDLP provides predevelopment capital to finance the start of low-income housing projects. Eligible activities include predevelopment costs of projects to construct, rehabilitate, convert, or preserve assisted housing, including manufactured housing and mobile home parks. Eligible costs include, but are not limited to, site control, site acquisition for future low-income housing development, engineering studies, architectural plans, application fees, legal services, permits, bonding, and site preparation. Priority will be given to developments that are rural, located in the public transit corridors, or which preserve and acquire existing government-assisted rental housing at risk of conversion to market rents.
- ❖ **Workforce Housing Reward Program:** This program, although not currently making awards, provides financial incentives to cities and counties that issue building permits for new housing that is affordable to very-low or low-income households. Eligible activities include construction or acquisition of capital assets such as traffic improvements, neighborhood parks, bike paths, libraries, school facilities, play areas, community centers, and police and fire stations.

- ❖ **California Infrastructure and Economic Development Bank (CIEDB):** The CIEDB was created in 1994 to promote economic revitalization, enable future development, and encourage a healthy climate for jobs in California. The CIEDB has broad authority to issue tax-exempt and taxable revenue bonds, provide financing to public agencies, provide credit enhancements, acquire or lease facilities, and leverage State and Federal funds. The Infrastructure Bank's current programs include the Infrastructure State Revolving Fund (ISRF) Program and the Conduit Revenue Bond Program.

- ❖ **California Pollution Control Financing Authority Sustainable Communities Loan and Grant Program:** The SCGL program has been designed to be flexible and encourage creativity. Funding will be awarded to communities that wish to implement policies, programs, and projects using sustainable development principles. All projects must encompass sustainable development principles to be eligible for funding. Examples of eligible projects are: (1) Specific plans, or portions of specific plans that direct the nature of development and revitalization within the boundaries of a required general plan consistent with sustainable development principles. (2) Alternative transportation studies, urban design studies, finance plans, redevelopment plans and engineering studies that facilitate sustainable development. (3) Projects such as a community center, park enhancements, or infrastructure improvements that are key elements of a comprehensive community or neighborhood sustainable development plan. (4) Funding for local communities to hire individuals at various stages of planning, depending on the needs of the community. An example would be hiring a new staff member or consultant to assist an individual community with the design and/or implementation of a particular plan for development or revitalization using sustainable development principles. (5) Funding for communities to hire technical experts to identify, assess, and complete applications for State, Federal, and private economic assistance programs that fund sustainable development and sound environmental policies and programs.

- ❖ **Integrated Waste Management Board Sustainable Building Grants:** These grants are available from the California Integrated Waste Management Board to provide local public funding for projects that advance the use of green building design and construction practices. There are no matching requirements, and the amount available has ranged from \$50,000 to \$100,000. It is recommended that these grants be studied closely for their potential to undertake smaller building and retrofitting projects in Coachella.

- ❖ **Trade and Commerce Agency Renewable Energy Loan Guarantee Program:** This is a loan guarantee program provided by the California Trade and Commerce Agency. The loan guarantees are available to businesses that need financial assistance to purchase and install renewable energy systems.

- ❖ **California Department of Transportation (Caltrans) Transportation Planning Grants:** Caltrans provides a variety of transportation planning grants, including Partnership Planning, Transit Planning, Environmental Justice Transportation Planning, and Community-Based Transportation Planning. These grants are intended to promote a balanced, comprehensive multimodal transportation system. The results of these grants should ultimately lead to the adoption, initiation, and programming of transportation

improvements. Each grant has a specific purpose and the amount available for each varies. The City and other stakeholders may choose to pursue multiple grants to encourage the future transit center to be located near Sixth Street and to study the associated transit service. The Partnership Planning and Transit Planning grant applications are due March 1, 2010 and the Environmental Justice Transportation Planning and Community-Based Transportation Planning grant applications are due April 1, 2010. Applications for these grants may be submitted for fiscal year 2010-2011, if feasible, or at a later date.

Local Funding Sources

- ❖ **Coachella General Fund:** The City's General Fund is used to support ongoing City operations and services, including general government operations, development services, public safety and community services. Primary revenue sources for the General Fund are property taxes, sales taxes, and intergovernmental revenues. It is not uncommon for cities that are seeking to improve their community to commit a certain amount of the General Fund to the effort over a period of years. Improvements and ongoing projects or programs should have general community-wide benefits.
- ❖ **Redevelopment Agency (RDA) Tax Increment and Housing Set-Aside Funds:** Pueblo Viejo is located within the boundaries of City Redevelopment Area, and redevelopment funds could be used for land banking, public capital improvements, or other projects or purposes that would support implementation of the Plan. The future generation of a new tax increment in the redevelopment project area is also a possibility. State redevelopment law requires that the redevelopment agency set aside 20 percent of any property tax increment revenues for low- and moderate-income housing needs.
- ❖ **California Subdivision Map Act (Reimbursement District):** Under Articles 5 and 6 of Chapter 4 of the California Subdivision Map Act (as amended from time to time), cities are authorized to collect funds to cover the costs of public improvements including roads, bridges, drainage and sanitary sewer facilities, and groundwater recharge facilities. Under these provisions, the City could enter into an agreement with a developer for reimbursement of that portion of improvement costs equal to the difference between the amount it would have cost the developer to install improvements to serve his/her property only, and the actual cost of such improvements. Reimbursement would occur by levying a charge on any real property similarly benefited or by establishing and maintaining a local benefit district to levy and collect charges or costs from other benefited properties. It is possible, under this approach, to defer payment of charges or costs by other benefited properties until such property is developed.
- ❖ **General Obligation Bonds (G.O. Bonds):** G.O. bonds may be used to acquire, construct, and improve public capital facilities and real property; however, they may not be used to finance equipment purchases, or pay for operations and maintenance. G.O. Bonds must be approved by two-thirds of the voters throughout the issuer's jurisdiction in advance of their issuance and typically require the issuing jurisdiction to levy a uniform ad valorem (property value) property tax on all taxable properties to repay the annual debt service.

- ❖ **Public Enterprise Revenue Bonds:** Local governments have the ability to issue bonds to finance facilities for revenue producing public enterprises. The enterprises developed under these funds are financed by user charges that, in turn, are applied to bond debt service payments. Revenue bonds do not require approval by a two-third vote since they are neither payable from taxes, nor from the general fund. The Revenue Bond Act of 1941 (Government Code Sections 54300 et seq.) is the most commonly used bond act. Under this act, bonds may be issued for revenue producing facilities such as airports, harbors, hospitals, parking, and garbage collection. Bonds under this act are adopted by resolution of the legislative body and subject to approval by a simple majority of the citizens voting on the bond measure.

- ❖ **Development Incentive Programs:** Incentive programs are created to encourage the private sector to provide the desired public improvement.

- ❖ **Business Improvement Areas (BIAs):** BIAs are self-taxing business districts. BIAs include Business Improvement Districts (BIDs), Local Improvement Districts (LIDs), and other such financial districts. Business and/or property owners pay for capital improvements, maintenance, marketing, parking, and other items as jointly agreed to through systematic, periodic self-assessment. Districts can undertake a wide variety of programs, including, but not limited to, the following:
 - *Fountains, benches, and trash receptacles and integrated signing*
 - *Street lighting*
 - *Supplemental security services normally provided by the municipality.*
 - *Special cleaning operations, graffiti removal, and waste management*
 - *Decorations and public art*
 - *Promotions of public events that benefit the area*
 - *Furnishing music to any public place in the area*
 - *Promotion of tourism within the area (only businesses benefiting from tourist visits can be assessed for this type of benefit)*
 - *Any other activities that benefit businesses located in the area*

- ❖ **Landscape and Lighting Maintenance District (LMDS):** The Landscaping and Lighting Act of 1972 enables assessments to be imposed to finance the maintenance and servicing of landscaping, street lighting facilities, ornamental structures, and park and recreational improvements.

- ❖ **Special Benefit Assessment District:** Special Benefit Assessment Districts (ADs) are formed to finance specific improvements for the benefit of a specific area by levying an annual assessment on all property owners in the district. Each parcel of property within an AD is assessed a portion of the costs of the public improvements to be financed by the AD, based on the proportion of benefit received by that parcel. The amount of the assessment is strictly limited to an amount that recovers the cost of the “special benefit” provided to the property. Traditionally, improvements to be financed using an AD include, but are not limited to, streets and roads, water, sewer, flood control facilities, utility lines and landscaping. A detailed report prepared by a qualified engineer is required and must demonstrate that the assessment amount is of special benefit to the parcel

upon which the assessment is levied. Prior to creating an assessment district, the City, county or special district must hold a public hearing and receive approval from a majority of the affected property owners casting a ballot. Ballots are weighted according to the proportional financial obligation of the affected property. There are many assessment acts that govern the formation of assessment districts, such as the Improvement Act of 1911, Municipal Improvement Act of 1913, Improvement Bond Act of 1915, and the Benefit Assessment Act of 1982, as well as other specific facility improvement acts.

- ❖ **Infrastructure Financing District (IFD):** An Infrastructure Financing District (Government Code section 53395-53397.11) may finance the planning, design, purchase, construction, expansion, improvement, seismic retrofit, or rehabilitation (but not the operation or maintenance thereof) of any real or tangible public facility property with a useful life of 15 years or longer that provides significant benefits to the district established as an IFD. It may include, but is not limited to (1) Highways, interchanges, ramps and bridges, arterial streets, parking facilities, and transit facilities;(2) Sewage treatment and water reclamation plants and interceptor pipes; (3) Facilities for the collection and treatment of water for urban uses; (4) Flood control levees and dams, retention basins, and drainage channels;(5) Child care facilities;(6) Libraries; (7) Parks, recreational facilities, and open space; and (8) Facilities for the transfer and disposal of solid waste, including transfer stations and vehicles. IFDs use a tax-increment method of financing similar to Redevelopment Agencies, but IFDs need not make a special finding that an area is blight. The time limit for collecting tax increments is 30 years. Like Redevelopment Agencies, IFDs have affordable housing requirements they must fulfill, but IFDs have no eminent domain authority. Two-thirds approval of the voters in a proposed district is necessary to establish an IFD unless there are fewer than 12 landowners in the district. In such cases, only two-thirds of the landowners are needed to form the IFD.

- ❖ **Commercial Parking Benefit District:** Parking net revenues collected from paid parking (i.e. parking pay stations, meters, leases, and permits) in the Commercial Parking Benefit District are dedicated to funding public improvements and services that benefit Pueblo Viejo. ("Net revenues" means total parking revenues from the area, less revenue collection costs, such as purchase and operation of the meters, enforcement and the administration of the district.) To ensure that the benefits from these revenues are clearly distinguished from other improvement funding sources, it is recommended that they remain separate from the City's General Fund. Parking Benefit Districts are only effective when district merchants and property owners can clearly see that the monies collected are being spent for the benefit of their blocks, on projects that they have chosen through participation in or with an established Commercial Parking Benefit District advisory body to the City Council. This advisory body advises the City on policies and expenditures of parking meter revenue. City Council retains final approval over all expenditures. Bonding against future revenue enables the City to fund larger capital improvement projects (including the cost of the meters).

- ❖ **Development Impact Fees:** Dedications of land and impact fees are exactions that lessen the impacts of new development resulting from increased population or demand on services. The City's current development impact fees could help to offset costs of public improvements, architectural review, etc.

- ❖ **In-Lieu Parking Fee:** The use of a parking in-lieu fee to construct and fund common parking facilities serving the commercial businesses has been used successfully in other downtown revitalizations. Potential funding sources range from in-lieu fees for spaces to parking revenues from monthly parking and short-term parking fees. The city will need secure, accessible, well-signed and reasonably priced off-street parking, in addition to on-street parking, as the Plan is realized and Downtown reaches its full potential.

Private and Non-Profit Funding Sources

- ❖ **Private Donations:** Private donations for a variety of different types of projects are generally available from foundations, institutions, and corporations that have major interests in these areas. Information about grants is available online, in libraries and from nonprofit support organizations like the Center for Nonprofit Management in Los Angeles.
- ❖ **Donor Programs:** Some of the proposed Specific Plan improvements may lend themselves to a public campaign for donor gifts. Donor programs have been used very successfully in many cities to provide funds for streetscape and community design elements. Such programs can be tailored to solicit contributions from individuals, corporations, local businesses, and community and business associations. Many improvements could be funded by donor gifts for items such as benches, trash receptacles, street trees, street tree grates, public art elements, and information kiosks. Donors could be acknowledged with a plaque on the element itself or other prominent display, such as a “wall of fame” with donor names. This type of program could be spearheaded by an active downtown management program, and could draw from the wider community of businesses and residents.

C. Implementation Matrix

The following Implementation Matrix provides specific steps and timelines for this Revitalization Plan, to assist the City and other stakeholders in undertaking improvements over the next ten (10) years. The matrix includes the following components:

- ❖ *Action steps as articulated by the Implementation Matrix and Section II – Vision Plan.*
- ❖ *Recommended timelines for implementation, based on the following:*
 - Short-Term (0 to 1 year)
 - Mid-Term (2 to 5 years)
 - Long-Term (6 to 10 years)
- ❖ *Leaders and team members responsible for carrying out each implementation step.*
- ❖ *Funding sources corresponding to Section B – Potential Funding Sources (above).*

CITY OF COACHELLA | Pueblo Viejo Revitalization Plan
Implementation Matrix

Steps	Description of Actions	Years of Implementation			Implementation Leader			Potential Funding Sources, If Applicable (See Section IV.B for Potential Funding Source Programs)
		0-1	2-6	> 6	City	Private	BID/DT	
REVITALIZATION PLAN INITIATION								
A.	Adopt the Pueblo Viejo Revitalization Plan	X			X			Local
B.	Implement the Façade Rehabilitation Recommendations (As Desired)	X	X		X	X	X	Federal, State, Local, Private
PROJECT DESIGN – Design It!								
A.	Encourage Projects to Reflect Spanish Colonial, Mission Revival, or Contemporary Architecture	X	X	X	X	X	X	Local, Private
	1. Encourage Colors that are Unique to an Old Town Style and that Relate to Nearby Buildings	X	X	X	X	X	X	
B.	Implement Iconic and Compatible Land Uses	X	X	X	X	X		State, Local, Private
	1. Encourage 3-Story (or Otherwise Iconic) Mixed-Use Projects at Major Gateways	X	X	X	X	X		
	2. Provide Public Gathering Plazas, Park Space, and Way-Finding Signage at Major Gateways	X	X	X	X	X		
	3. Install Unique Street Enhancements at Major Gateway Intersection Crosswalks	X	X	X	X			
	4. Assemble Vacant Infill Lots for 2-to 3-Story Mixed-Use Development Projects	X	X	X	X	X		
	5. Provide Numerous Pedestrian Connections Between Sixth Street Storefronts and Rear Parking	X	X	X	X	X		
C.	Prioritize Infill and Catalyst Site Development Projects	X	X		X			Federal, State, Local, Private
	1. Renovate / Expand City Hall (Develop Civic Center Block Site Master Plan)	X	X		X			
	2. Provide for a “Convertible” Sixth Street Segment in front of City Hall	X	X		X			
	3. Provide for Bus Transfer Center according to the “Transit Center Plan” from October 2009 (see Appendix)	X	X	X	X			
	4. Develop “Cree” Property as 2- to 3-Story Retail/Office Mixed-Use	X	X		X	X		
	5. Develop “Hughes/Flores” Properties as 3-Story Senior Residential/Office/Retail Mixed-Use	X	X		X	X		
D.	Celebrate Cultural and Historic Charm of Pueblo Viejo	X	X		X	X	X	State, Local, Private
	1. Plan and Implement a “Heritage Walk”	X	X		X		X	
	2. Install Sidewalk Monuments, Painted Murals, and/or Artistic Tiles along “Heritage Walk” Route	X	X		X		X	
E.	Enhance Existing Streetscape	X	X	X	X	X	X	Federal, State, Local, Private
	1. Underground Overhead Utility Poles and Sidewalk Boxes		X		X	X		
	2. Prepare (Treat) Soil Prior to Installation of New Concrete Sidewalks	X	X		X	X		
	3. Re-Paint Intersection Crosswalks or Install Decorative Paving	X	X		X	X	X	
	4. Install Pedestrian-Scaled Sidewalk Lighting		X		X		X	
	5. Expand Sidewalks to Integrate Landscape Buffers with Overhead Tree Canopies		X	X	X	X	X	
	6. Install Street Furniture Along Sidewalks (e.g. Benches, Trash Cans, etc.)	X	X	X	X		X	
	7. Provide Sidewalk Space for Outdoor Café Dining and/or Merchant Sidewalk Sales Events	X	X	X	X		X	
	8. Employ a “Park Once” Strategy through Development of Concentrated Parking Structures/Lots		X		X	X		
	9. Redevelop Specific Street Segments to Allow for Additional Angled Parking Spaces	X	X	X	X	X		
	10. Evaluate Parking Requirement Thresholds and Explore Joint-Use Parking Agreements		X		X	X	X	
	11. Install Mid-Block Narrowing or Curb Extensions to Slow Vehicular Traffic	X	X	X	X			
	12. Explore Use of Mid-Block Raised Pedestrian Crosswalks to Slow Vehicular Traffic	X	X	X	X			

CITY OF COACHELLA | *Pueblo Viejo Revitalization Plan*
Implementation Matrix

Steps	Description of Actions	Years of Implementation			Implementation Leader			Potential Funding Sources, If Applicable (See Section IV.B for Potential Funding Source Programs)
		0-1	2-6	> 6	City	Private	BID/DT	
F.	Develop a Regional Bicycle and Pedestrian Trail along Grapefruit Boulevard		X		X			State, Local
POLICY AND LAND USE – Approve It!								
A.	Update or Amend the 2006 Pueblo Viejo Design Guidelines	X			X			Local
B.	Update or Amend the City of Coachella Zoning Code	X			X			Local
C.	Adopt Incentives for Infill and Rehabilitation Projects	X	X		X			Local
IMPROVEMENTS FUNDING – Fund It, Build It!								
A.	Assist with Identification and Pursuit of New and/or Redevelopment Project Funding	X	X	X	X	X	X	Local, Private
B.	Confer with Prospective Developers and Key Property Owners	X	X		X	X		Local, Private
ORGANIZATION AND COMMUNICATION – Enhance It!								
A.	Develop a Main Street Program	X	X		X		X	State, Local, Private
	1. Formalize a Business Merchants Group	X			X	X	X	
	2. Hire a Certified Main Street Manager		X		X		X	
B.	Establish a Business Improvement District (BID)	X	X				X	State, Local, Private
C.	Regularly Update and Distribute Copies of the Pueblo Viejo Revitalization Plan	X	X	X	X			Local
D.	Provide Technical Assistance	X	X	X	X			Local
	1. Develop and Provide a List of Pre-Approved Design Consultants to Prospective Applicants	X	X		X			
	2. Provide Small Business Assistance Programs to Encourage Business Retention/Expansion	X	X	X	X			
E.	Document, Monitor, and Demonstrate Progress with Revitalization Plan Implementation	X	X	X	X		X	State, Local, Private
ECONOMIC – Repair It, Replace It, Maintain It!								
A.	Assist with Identification and Pursuit of Improvement Project Funding	X	X	X	X	X	X	State, Local, Private